



OLYMPIC
SOLIDARITY

2015 ANNUAL REPORT

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1 FOREWORDS

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OLYMPIC SOLIDARITY MAKES THE DIFFERENCE

Thomas Bach, President of the International Olympic Committee

Talent and determination are not always enough to make one's dreams come true. All too often promising athletes find their hopes to compete at the Olympic Games stifled by the lack of technical support or financial resources. This is where the solidarity of the Olympic family makes a difference. Solidarity is a fundamental part of the Olympic Values. Only through solidarity within the Olympic family, can the universality of the Olympic Games become a reality.

The International Olympic Committee is committed to supporting athletes from all 206 National Olympic Committees so that everyone has the same chance to earn their place at the Olympic Games. Through the programmes of Olympic Solidarity, the IOC provides assistance to those NOCs that need it most, so that athletes from all around the world can fulfil their dream of competing at the Olympic Games.

This technical and financial assistance is supported by the NOC share of the broadcast rights for the Olympic Games. In close cooperation with the NOCs, the Association of National Olympic Committees and the International Federations, Olympic Solidarity administers, manages and redistributes the broadcast funds through fair and targeted programmes that best meet the needs of the athletes.

The Annual Report outlines the programmes and accomplishments in 2015, which cover a broad range of activities, ranging from athlete development, training coaches and sports leaders, to NOC management and promotion of Olympic Values. The development and assistance budget for the 2013–2016 period totals USD 439,870,000. This represents a more than 40 percent increase from the budget of the previous plan.

In 2015, Olympic Solidarity has continued to implement all its programmes to support the NOCs and athletes, in particular in their preparations for the continental and regional Games as well for the Winter Youth Olympic Games Lillehammer 2016. For example, some 1,439 “Rio 2016” Olympic scholarships have been awarded, 161 NOCs received a grant to prepare their athletes for Continental and Regional Games and 916 activities have been organised to prepare athletes for the YOG. Support was also provided to development projects of the national sporting structures and training courses in sports management areas, as well as to the regional forums committed to facilitate the exchange of knowledge and experience among the NOCs ahead of the Olympic Games Rio de Janeiro 2016.

On behalf of the IOC, I would like to congratulate all the Members of the Olympic Solidarity Commission for their excellent work under the leadership of Sheikh Ahmad Al-Fahad Al-Sabah. Through their tireless efforts they are putting solidarity and universality of Olympic sport into practice every day.

It is through the concrete actions and results outlined in this report, that Olympic Solidarity demonstrates the commitment of the IOC to support athletes from around the world and give them an equal chance of fulfilling their dreams of competing at the Olympic Games.

“Through the programmes of Olympic Solidarity, the IOC provides assistance to those NOCs that need it most, so that athletes from all around the world can fulfil their dream of competing at the Olympic Games.”



© IOC/A. Hasenleiten

A POSITIVE REPORT, THANKS TO ENTHUSIASTIC TEAM COMMITMENT

Sheikh Ahmad Al-Fahad Al-Sabah,
Chair of the Olympic Solidarity Commission

The National Olympic Committees were able to make the most of the programmes, which were fully operational in this third year of the 2013–2016 quadrennial plan, thanks to excellent knowledge of the various administrative and financial procedures to follow. They thus set up numerous activities on their territories and developed their own projects in the four action areas covered by Olympic Solidarity – athletes, coaches, NOC management and promotion of the Olympic values –, as shown by the excellent results presented in this report.

But with the Youth Olympic Games in Lillehammer and the Games of the XXXI Olympiad in Rio, the NOCs' priority in 2015 was essentially based on preparing their athletes. Olympic Solidarity lent a helping hand: both in the framework of regional and continental games, as, for many of them, these competitions are a unique opportunity to see their athletes and teams on a podium, which helps them approach the highest level, even qualification for the Olympic Games in Rio; and in the framework of the programmes for athletes which were supporting, at the end of 2015, 1,439 "Rio 2016" scholarship holders, 148 teams and more than 900 activities in view of the future YOG.

The work accomplished in 2015 by Olympic Solidarity's international and continental offices continued to bear fruit, thanks to efficient cooperation. Their representatives met in Lausanne in December to discuss various themes in line with the Olympic Agenda 2020 recommendations, including those linked to the universal principles of good governance, common accounting, reporting and audit procedures, and the financial control policy for all the funds allocated by Olympic Solidarity to the NOCs.

This report would not be complete without mentioning the contribution of the continental associations in the framework of the continental programmes. These programmes take into account the specific needs of the continents and their NOCs, in particular enabling them to develop and organise their own national activities programmes. In this way, they complement the world programmes. The continental associations also cooperated actively with Olympic Solidarity in organising various continental forums devoted to preparations for the Olympic Games Rio 2016 on the different continents.

The positive outcome presented in this report is the result of considerable, but above all, joint effort and work. For this reason, before launching into the final straight of this quadrennial period, I would like to express, on behalf of the Commission which I chair, my most sincere gratitude to the 206 NOCs, the Olympic Solidarity offices in Lausanne and within the continental associations, the International Federations, as well as to the Association of National Olympic Committees and all the partners which work tirelessly for the success of our programmes, and which bring together their means and knowledge to reach ever-higher objectives.

“With the Youth Olympic Games in Lillehammer and the Games of the XXXI Olympiad in Rio, the NOCs' priority in 2015 was essentially based on preparing their athletes.”



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LET'S JOIN FORCES TO SPREAD OLYMPISM ACROSS THE CONTINENTS

Although 2015 is considered a year of transition between the different editions of the Olympic Games and the Youth Olympic Games (YOG), Olympic Solidarity remained very active in all the areas covered by its programmes, responding to numerous requests from NOCs, in particular regarding the preparation of their athletes for Regional and Continental Games and for the YOG in Lillehammer, and the scholarship programme for athletes "Rio 2016", which was launched in September 2014.

With the constant aim of disseminating information as effectively as possible, Olympic Solidarity cooperated with the continental associations, the IOC NOC Relations Department and the Rio Games Organising Committee in order to organise eight forums on all five continents. Focusing mainly on the forthcoming Olympic Games Rio 2016, these forums provided the NOCs with the tools they needed to prepare their delegations properly. Accreditation, transport and security were among the subjects discussed. The chefs de mission also met in Rio in August for a seminar at which, together with the Organising Committee, they reviewed the state of preparations for the Games and visited the different competition venues.

Marketing seminars were also held in collaboration with ANOC and IOC Television and Marketing Services (TMS) and many NOCs from all over the world were able to attend these seminars thanks to financial support from Olympic Solidarity. The different sessions were held at the IOC headquarters and at The Olympic Museum in Lausanne on the theme *Understanding and creating a strong brand*.

Other programmes were also very busy, including the Development of National Sports Structure programme, which has been in huge demand since the start of the plan. Meanwhile, the Sports Medicine programme saw a sharp increase in the number of activities and initiatives organised by the NOCs in 2015. Olympic Solidarity visited the NOCs throughout the year in order to adapt its level of assistance to their needs and to ensure that they were meeting their obligations towards the Olympic Movement. Seven NOCs from all five continents were evaluated in this way.

Olympic Solidarity was also represented at various events, which served as important forums for strengthening its links with its partners, in particular the NOCs. These events included the ANOC General Assembly in Washington (USA) in October, regional and continental meetings of NOCs, Regional and Continental Games such as the Pan-American Games in Toronto (Canada) and the inaugural European Games in Baku (Azerbaijan), as well as the different modules of MEMOS (Executive Masters in Sports Organisation Management).

In 2015, Olympic Solidarity dealt with around 4,200 individual dossiers across all its programmes.

The Olympic Solidarity pages on the IOC's website contain a multitude of information that will complement this report. In this centenary year of the IOC's presence in Lausanne, the site also describes the special links between the Villa Mon-Repos – which houses Olympic Solidarity's international office – and the Olympic Movement. The NOCs also have online access to other more specific information on NOCnet.



© NOC of Rwanda



© NOC of Slovakia



© IOC / Christophe Morat

Technical course in rugby in Rwanda /
Sport for All activities in Slovakia / Meeting of the Olympic Solidarity
Commission at the IOC headquarters in Lausanne

LINKS

- [Olympic Solidarity on www.olympic.org](http://www.olympic.org)
- [All Olympic Solidarity publications](#)
- [100 years of Olympic presence in Lausanne](#)

OLYMPIC SOLIDARITY COMMISSION: JOINING FORCES TO FURTHER OUR SHARED VALUES

Chaired by Sheikh Ahmad Al-Fahad Al-Sabah, the Olympic Solidarity Commission met twice in 2015. The first meeting was held in the Maldives on 13 March. The agenda included, among other items, an analysis at the mid-point of the 2013–2016 quadrennial plan, and approval of the Olympic Solidarity subsidies to NOCs for the Games of the XXXI Olympiad in Rio. The second meeting took place in Lausanne (Switzerland) on 7 December, during which the budget for 2016 was approved.

COMPOSITION OF THE COMMISSION AT 31 DECEMBER 2015

Chair: **Sheikh Ahmad Al-Fahad AL-SABAH**

Members: **Kirsty COVENTRY**
Tony ESTANGUET
Richard Kevan GOSPER
Patrick Joseph HICKEY
Lingwei LI
Gunilla LINDBERG
The Grand Duke of LUXEMBOURG
Julio César MAGLIONE
Robin E. MITCHELL
Intendant General Lassana PALENFO
Bernard RAJZMAN
Juan Antonio SAMARANCH

Experts: **Husain AL-MUSALLAM**
Ricardo BLAS
Leandro NEGRE
Raffaele PAGNOZZI
Jimena SALDAÑA
Tomas Amos Ganda SITHOLE

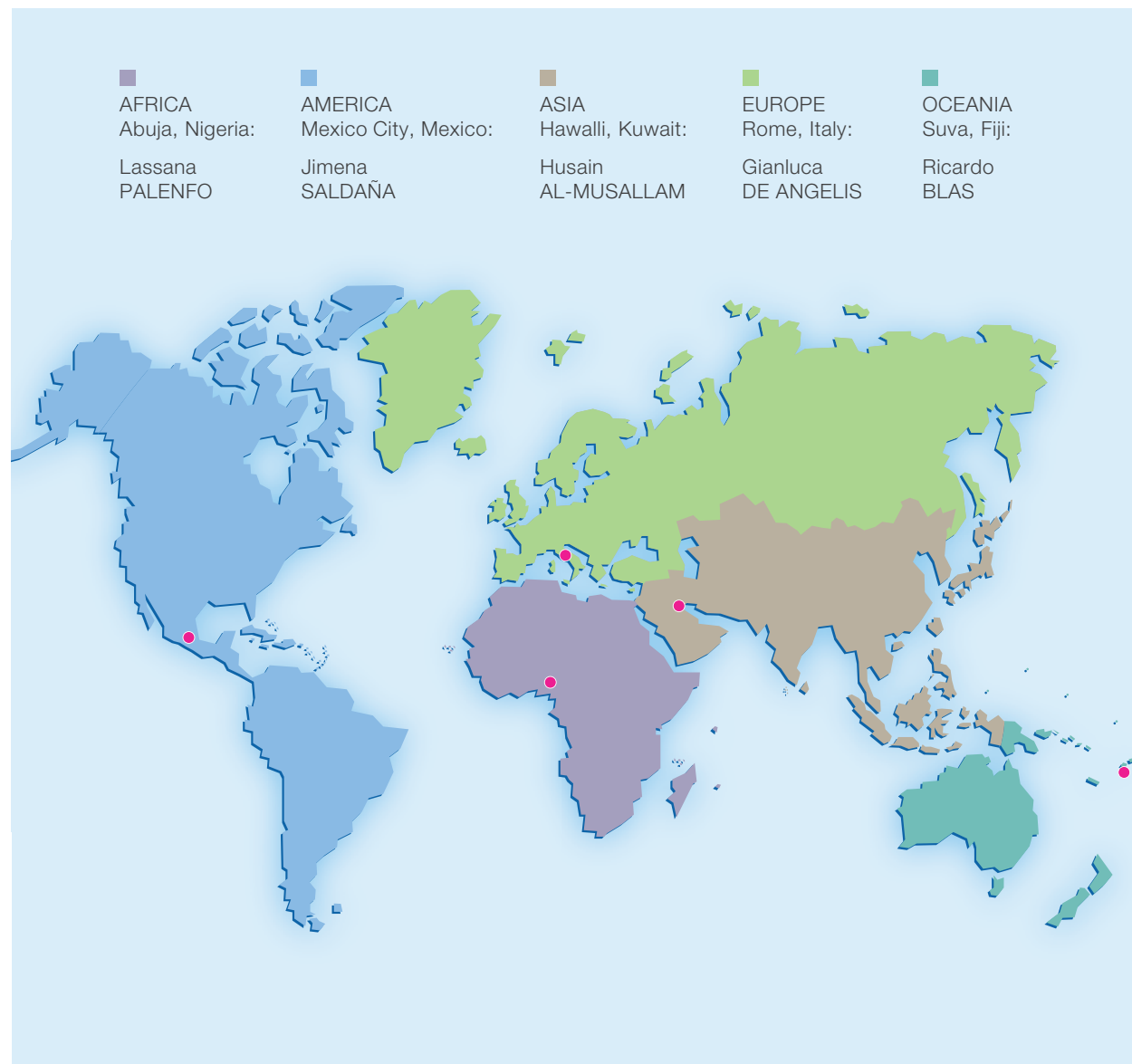


Olympic scholarship holder Kemar Hyman from the Cayman Islands

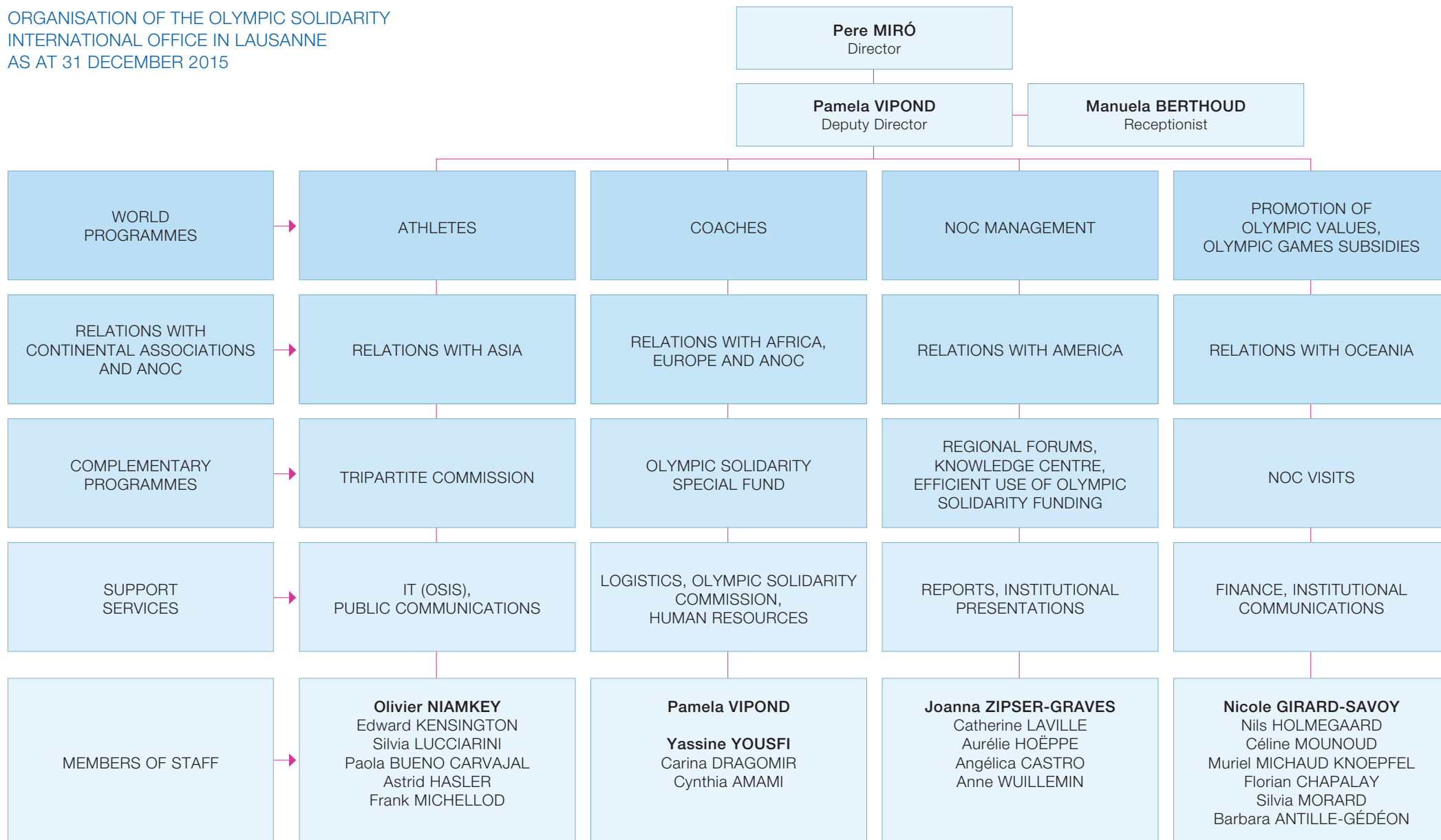
OLYMPIC SOLIDARITY'S OFFICES: SUPERVISING A GLOBAL NETWORK OF COOPERATION AND ACTIONS

The Olympic Solidarity international office is responsible for all operational aspects of the implementation of the 2013–2016 quadrennial plan. In order to achieve this, it cooperates with the five continental associations of NOCs, in particular their respective Olympic Solidarity continental offices, and with ANOC.

ORGANISATION OF THE OLYMPIC SOLIDARITY CONTINENTAL OFFICES AS AT 31 DECEMBER 2015



ORGANISATION OF THE OLYMPIC SOLIDARITY
INTERNATIONAL OFFICE IN LAUSANNE
AS AT 31 DECEMBER 2015

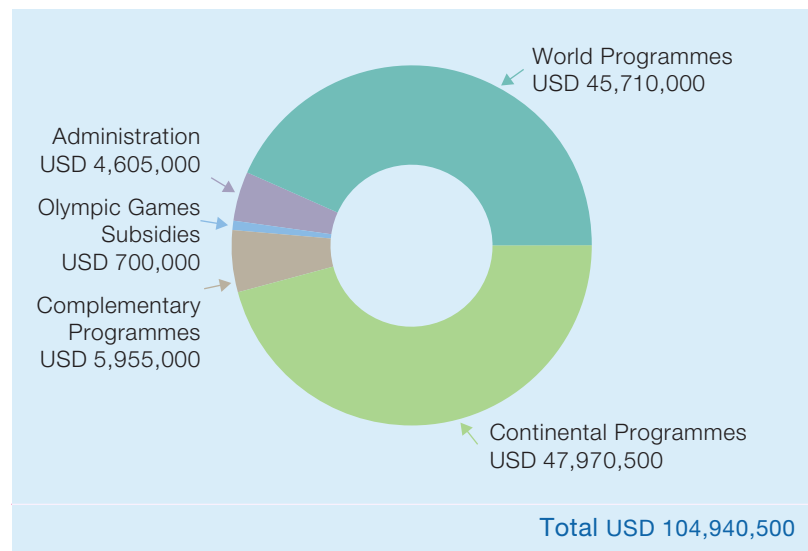


MORE THAN 100 MILLION INVESTED IN 2015 FOR DEVELOPMENT AND ASSISTANCE

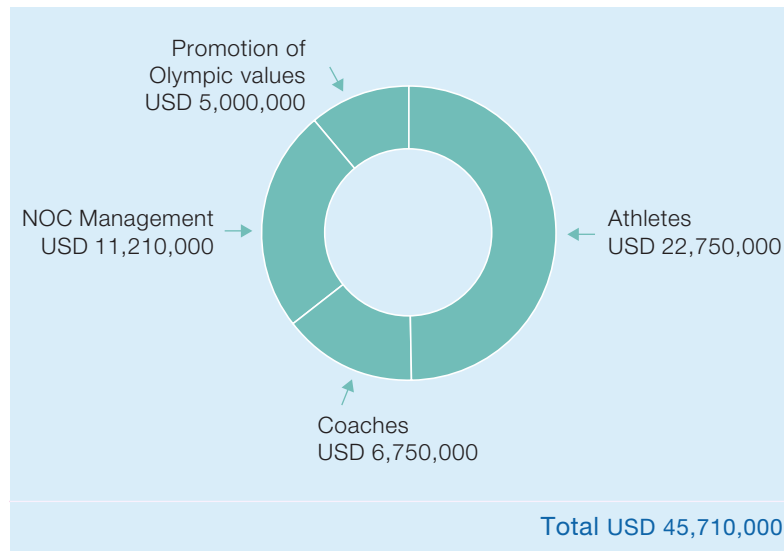
The development and assistance budget approved by the Olympic Solidarity Commission for the 2013–2016 quadrennial plan is USD 439,870,000. It is based on income from the sale of broadcast rights for the Games of the XXX Olympiad in London and the estimated revenue from the XXII Olympic Winter Games in Sochi, plus interest from future investments.

The 2015 budget of USD 104,940,500, approved by the members of the Olympic Solidarity Commission at their meeting on 5 November 2014, represents 23.85 per cent of the total quadrennial budget.

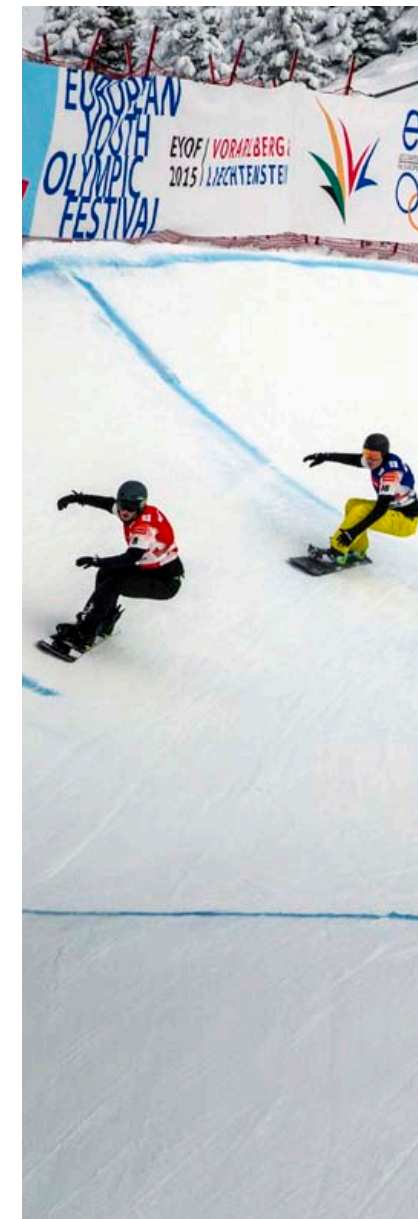
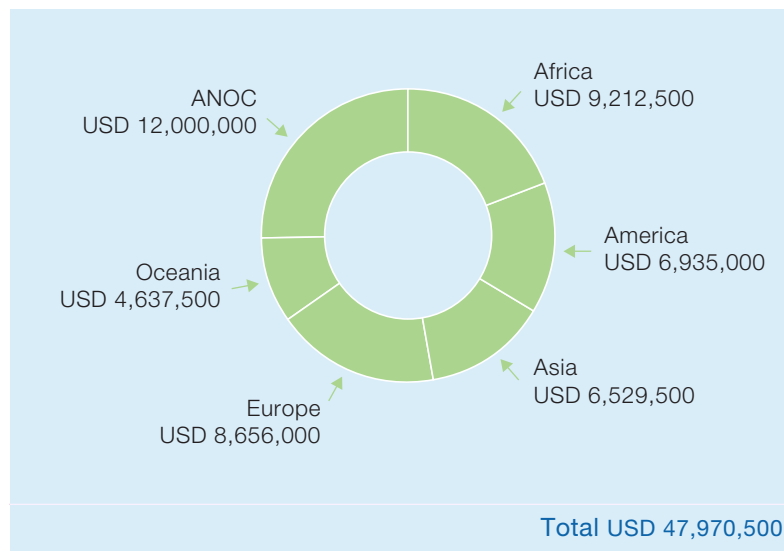
2015 GLOBAL BUDGET



“WORLD PROGRAMMES” BUDGET



“CONTINENTAL PROGRAMMES” BUDGET



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WORLD PROGRAMMES: COMPLETE SOLIDARITY TO BENEFIT SPORT

The world programmes provide the NOCs with access to technical, financial and administrative assistance, with the organisation of specific activities linked to the development of sport. For the 2013–2016 quadrennial plan, Olympic Solidarity is offering **17 world programmes split into four separate sections** (athletes, coaches, NOC management and promotion of Olympic values) considered essential for the NOCs to accomplish the mission entrusted to them under the Olympic Charter. These programmes are fully in keeping with the previous plan, even though some of them have been slightly modified or even combined. Their main aims are to increase global assistance to the athletes, to optimise the management of NOCs and to simplify administrative procedures so that they can be adapted to the NOCs' requirements and needs.

Olympic Solidarity's international office in Lausanne manages the various world programmes. Where necessary, it can call on the assistance of the continental offices in order to better coordinate each continent's activities. Olympic Solidarity also works closely with the International Federations (IFs) whose sports are on the Olympic programme, the IOC Commissions and several other Olympic Movement partners in order to develop and offer high-quality programmes to all NOCs. However, in line with Olympic Solidarity's mission, the budget allocations granted in the framework of these programmes are provided to the NOCs which have the greatest need, as a priority.

PROGRAMMES AVAILABLE TO THE NOCs

ATHLETES

- Olympic Scholarships for Athletes "Sochi 2014" (Programme completed in 2014)
- Olympic Scholarships for Athletes "Rio 2016"
- Team Support Grant
- Continental Athlete Support Grant
- Youth Olympic Games – Athlete Support

COACHES

- Technical Courses for Coaches
- Olympic Scholarships for Coaches
- Development of National Sports Structure

NOC MANAGEMENT

- NOC Administration Development
- National Training Courses for Sports Administrators
- International Executive Training Courses in Sports Management
- NOC Exchanges

PROMOTION OF OLYMPIC VALUES

- Sports Medicine
- Environmental Sustainability in Sport
- Women and Sport
- Sport for All
- Olympic Education, Culture and Legacy (incl. International Olympic Academy)

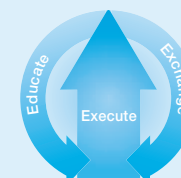
"In line with Olympic Solidarity's mission, the budget allocations granted in the framework of these programmes are provided to the NOCs which have the greatest need, as a priority."



Athletes: striving for excellence at all levels



Qualified coaches: training strategy



Strengthening management structures



Commitment values



Olympic scholarship holder Reginald Lee Chun Hei from Hong Kong, China

CONTINENTAL GAMES, LILLEHAMMER AND RIO: A YEAR OF INTENSE PREPARATION

Objective: to offer the NOCs assistance adapted to the age and level of their athletes as well as to the type of competitions for which they are preparing by providing technical and financial assistance that closely meets their needs while respecting the different stages of development of their athletes.

2015 Budget: USD 22,750,000

Even though no Olympic Games were held in 2015, the year included numerous continental and regional events to which the athletes and NOCs who benefited from the athletes' programmes devoted all their energy. In many sports, 2015 marked the beginning of a crucial period for all athletes with the start of the Olympic qualification events.

The programme designed to help athletes prepare for Continental and Regional Games was particularly well used across the continents, with the inaugural European Games, the winter and summer editions of the European Youth Olympic Festival, the All Africa Games, the Pan-American Games and the Pacific Games.

Olympic Solidarity has received more than 2,000 applications for the Olympic Scholarships for Athletes "Rio 2016" programme. So far, 1,439 scholarships have been granted to athletes from 180 NOCs. The Team Support Grant programme has continued to grow, with teams striving to qualify for the Olympic Games in Rio entering the final phase of preparation for the qualification competitions.

The NOCs have been focusing on the second edition of the Winter Youth Olympic Games (YOG) in Lillehammer (Norway) in February 2016 and have already started looking towards to the 2018 Summer YOG in Buenos Aires (Argentina).

2015 KEY FIGURES:

1,439 "RIO 2016" OLYMPIC SCHOLARSHIPS

129 TEAM SUPPORT GRANTS AWARDED

916 ACTIVITIES ORGANISED TO PREPARE
ATHLETES FOR THE YOG

161 NOCs RECEIVED A GRANT TO PREPARE
THEIR ATHLETES FOR CONTINENTAL
AND REGIONAL GAMES

PROGRAMMES AVAILABLE TO THE NOCs

- Olympic Scholarships for Athletes "Sochi 2014" (Programme completed in 2014)
- Olympic Scholarships for Athletes "Rio 2016"
- Team Support Grant
- Continental Athlete Support Grant
- Youth Olympic Games – Athlete Support



Olivier
NIAMKEY
Head of Section



Edward
KENSINGTON
Senior Project Manager



Silvia
LUCCIARINI
Project Manager (60%)



Paola
BUENO CARVAJAL
Coordinator



Astrid
HASLER
Coordinator



Frank
MICHELLOD
Coordinator



YOUR OS CONTACTS

OLYMPIC SCHOLARSHIPS FOR ATHLETES “RIO 2016”



Objective: to offer the NOCs the possibility to obtain financial and technical assistance for a limited number of elite athletes who are training and attempting to qualify for the Games of the XXXI Olympiad Rio 2016, with a particular focus on athletes and NOCs with the greatest needs.

2015 Budget: USD 11,000,000

The Olympic Scholarships for Athletes “Rio 2016” programme has received universal support from the NOCs, with more than 2,000 applications received. Olympic Solidarity has analysed every application in collaboration with the NOCs and IFs.

For all the scholarship holders, 2015 was a crucial year for the qualification process. The number of scholarship holders that have qualified should rise significantly in the first part of 2016, when most qualification events will be held. Also during 2015, Olympic Solidarity and the NOCs were able to analyse in detail the situation of each scholarship holder on the basis of their results at major world or continental events.

By the end of 2015, Olympic Solidarity had granted 1,439 Olympic scholarships to athletes from 180 NOCs. Of the total budget of USD 22 million, more than USD 13 million has already been distributed.

Breakdown of Olympic scholarships (at 31.12.2015)

Sport	Africa	America	Asia	Europe	Oceania	Total
Athletics	121	87	30	73	12	323
Rowing	9	6	5	30	4	54
Badminton	2	3	14	11	–	30
Boxing	17	13	45	16	3	94
Canoe-kayak	4	3	6	28	1	42
Cycling	6	11	6	21	2	46
Golf	–	2	2	3	–	7
Gymnastics	1	7	5	30	–	43
Weightlifting	12	16	26	10	14	78
Equestrian	–	5	2	1	–	8
Fencing	4	5	7	14	–	30
Judo	27	15	28	38	2	110
Wrestling	12	15	35	43	3	108
Aquatics (Swimming)	19	38	29	51	3	140
Modern pentathlon	1	3	–	11	1	16
Taekwondo	20	17	21	22	1	81
Tennis	3	6	–	9	–	18
Table tennis	4	5	9	7	–	25
Shooting	1	9	25	46	–	81
Archery	4	2	13	11	1	31
Triathlon	3	7	2	8	–	20
Sailing	5	13	1	30	5	54
Total athletes	275	288	311	513	52	1 439
Men / Women	169 / 106	171 / 117	192 / 119	294 / 219	30 / 22	856 / 583
Total NOCs	49	38	33	47	13	180

LINKS

📌 Olympic scholarship holders “Rio 2016” /
OLYMPIC REVIEW 94, 95, 96 AND 97

📌 NOC of Panama – Pan-American Games in Toronto / VIDEO (IN SPANISH)



International Olympic Wrestling Centre in Thies (SEN) / Olympic scholarship holders Julieta Granada (PAR) and Selina Büchel (SUI)

© UWW/HPTC UWW Thies (SEN)

© Getty Images/Jonathan Ferrey

© Getty Images/Andy Lyons

TEAM SUPPORT GRANT

Objective: to offer financial assistance to one national team from each NOC to prepare and participate in regional, continental or world level competitions with a view to attempting to qualify for the Olympic Games.

2015 Budget: USD 3,000,000

A large number of Olympic qualification competitions were held in 2015. The qualification phase for the Rio Games will continue, as will the Team Support Grant programme, during the early months of 2016. Teams that have already qualified are still able to receive Olympic Solidarity assistance for this final phase.

“The Bosnia-Herzegovina junior men’s basketball team, whose preparations were partly funded by Olympic Solidarity, won the gold medal at the EYOF in Tbilisi. With this momentum, they also bagged the gold at the Under 16s European Championships.”

NOCs that benefited

Continent	NOCs
Africa	27
America	30
Asia	20
Europe	39
Oceania	13
Total	129

Breakdown of participating teams by sport

Sport	Teams
Basketball	47
Curling	3
Football	2
Handball	24
Hockey	10
Ice hockey	12
Rugby sevens	17
Volleyball	29
Water polo	4
Total	148



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Polish handball team



© NOC of Bosnia-Herzegovina



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Bosnia-Herzegovina’s junior basketball team / Madagascar’s rugby sevens team and Uganda’s basketball team

CONTINENTAL ATHLETE SUPPORT GRANT

Objective: to offer financial and technical assistance to NOCs to prepare their athletes for multi-sport Games.

2015 Budget: USD 6,250,000

This programme is enjoying great success with the NOCs, enabling them to prepare their delegations for continental competitions that, for many of them, are crucially important.

Several major events took place in 2015, including the inaugural European Games, the winter and summer editions of the European Youth Olympic Festival, the All Africa Games, the Pan-American Games and the Pacific Games, generating a large number of grant applications.

The Olympic Solidarity Commission had decided to extend to winter sports athletes the offer of interim scholarships made in 2013 to fill the gap between the London and Rio scholarship programmes. As a result, applications for promising athletes preparing for the Olympic Winter Games Pyeongchang 2018 were received in addition to the interim grants already awarded since 2013.

“Several major events took place in 2015 generating a large number of grant applications.”

Activities

Continent	NOCs	Activities
Africa	41	41
America	37	36
Asia	23	27
Europe	47	60
Oceania	13	15
Total	161	179

Interim scholarships

Continent	Interim scholarships (Summer and Winter Games)
Africa	59
America	33
Asia	9
Europe	72
Oceania	11
Total	184



Winter EYOF, Vorarlberg, Austria/Liechtenstein



All-Africa Games in Brazzaville / Pacific Games in Port Moresby / Pan-American Games in Toronto

YOUTH OLYMPIC GAMES – ATHLETE SUPPORT

Objective: to help NOCs to identify and prepare young athletes, with a view to their qualification for and participation in the Summer and Winter YOG.

2015 Budget: USD 2,500,000

Following the success of the programme for the 2014 YOG in Nanjing, 2015 was mainly concentrated on the 2014 file closures and, for the NOCs concerned, preparations for the 2016 YOG in Lillehammer thanks to the three options of assistance available. Subsidies designed to support the identification and training of athletes (option 1) were also offered to NOCs in preparation for the 2018 YOG in Buenos Aires.

Activities by option

Continent	NOCs	Activities			Total
		Option 1	Option 2	Option 3	
Africa	47	135	27	90	252
America	37	97	24	100	221
Asia	39	63	14	63	140
Europe	48	94	33	117	244
Oceania	15	13	8	38	59
Total	186	402	106	408	916

THREE SEPARATE OPTIONS

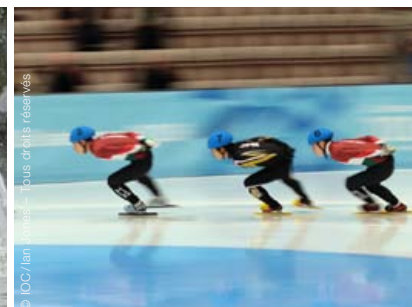
Option 1 (identification) is designed to support the identification and training of athletes with a view to their qualification for and participation in the YOG. It enables athletes to take part in national talent identification or training camps, and to participate in non-qualifying competitions or activities organised by IFs.

Option 2 (qualification) covers the athlete and entourage costs (transport, accommodation, entry fees, etc.) for participation in YOG qualification competitions.

Option 3 (preparation) applies only to athletes who have already qualified or been offered a universality place at the YOG, and is designed to help their final preparation for these Games.

LINKS

- 📌 FISA training camp in El Salvador / VIDEO
- 📌 FISA women's training camp in Bled, Slovenia / VIDEO
- 🔗 YOG Lillehammer 2016



YOG in Nanjing / YOG in Lillehammer / Olympic Day in Argentina



Technical course in volleyball in Somalia

COACH TRAINING IN SUPPORT OF ATHLETE PERFORMANCE

Objective: to offer NOCs everything they need to train and increase the knowledge of their coaches to enable them to respond to the latest athlete training requirements.

2015 Budget: USD 6,750,000

During the third year of the quadrennial plan, the NOCs were able to continue their action plans and projects aimed at supporting coach education. With the IFs' help, Olympic Solidarity analysed the specific needs of the NOCs that had made little use of these programmes since 2013, before helping them to submit applications where possible.

The priority for these training programmes is to enable the NOCs to raise coaches' qualification levels in accordance with their initial expertise. The format of the programmes enables coaches to acquire theoretical knowledge as well as share practical experiences.

Cooperation with the IFs is vital for the organisation of course content, technical analysis of projects and appointment of experts to lead courses or longer-term training plans.

2015 KEY FIGURES:

263 TECHNICAL COURSES
PLANNED FOR 119 NOCs

172 OLYMPIC SCHOLARSHIPS FOR COACHES
AWARDED TO 119 NOCs

60 NATIONAL SPORTS STRUCTURE
DEVELOPMENT PROJECTS

PROGRAMMES AVAILABLE TO THE NOCs

- Technical Courses for Coaches
- Olympic Scholarships for Coaches
- Development of National Sports Structure



Yassine
YOUSFI
Head of Section



Carina
DRAGOMIR
Project Manager



Cynthia
AMAMI
Coordinator



YOUR OS CONTACTS

TECHNICAL COURSES FOR COACHES

Objective: to provide basic training to active, officially recognised coaches through courses led in the country by an expert approved by the IF concerned.

2015 Budget: USD 3,000,000

The NOCs, in particular those in Africa and Asia, continued to make good use of this programme. The number of courses organised rose again compared with 2014, with 254 courses held for 116 NOCs across the world. Olympic Solidarity continued to work in close cooperation with the IFs in order to ensure that the courses meet specific guidelines in terms of organisation, content, length, participant evaluation and other aspects. In parallel, several regional courses were organised in sports such as archery, rowing, tennis and wrestling, and providing high-level or specific content trainings. These courses bring together participants from several neighbouring countries, enabling them to pool their experiences and increase their knowledge.

Olympic Solidarity has been receiving requests for golf training courses since 2014, now that this sport is part of the Olympic programme. The International Golf Federation (IGF) finalised the content of its courses by drawing up a specific framework, the ‘International Golf Coaching Framework’, in cooperation with the ICCE (International Council for Coaching Excellence), the PGA World Alliance, the Association of Summer Olympic International Federations (ASOIF) and Leeds Beckett University. The first of these courses was held in South Africa in 2015 and further courses will follow in 2016.

Courses and NOCs that benefited

Continent	Number of courses	NOCs that benefited
Africa	94	ALG, BEN, BOT, BUR, CGO, CHA, CIV, CMR, CPV, DJI, EGY, ERI, GAB, GAM, GBS, GEQ, GHA, KEN, MAD, MAR, MAW, MLI, MOZ, MRI, NAM, NGR, NIG, RSA, RWA, SEN, SEY, SLE, SOM, STP, SUD, TAN, TOG, TUN, UGA, ZAM, ZIM
America	58	ANT, ARG, BAR, BER, BOL, BRA, CAN, CHI, COL, CRC, CUB, DMA, ECU, ESA, GUA, HAI, ISV, NCA, PAN, PAR, PER, PUR, SUR, TTO, URU, VEN, VIN
Asia	63	BAN, BHU, BRN, CAM, HKG, IND, IRI, JPN, KSA, KUW, LIB, MAS, MGL, MYA, NEP, PAK, PRK, SIN, SRI, SYR, THA, TJK, TKM, TLS, TPE, UAE, UZB, VIE
Europe	46	ALB, ARM, AUT, BIH, BLR, CYP, CZE, EST, FIN, GEO, GRE, ISL, ISR, LAT, LTU, ROU, RUS, SLO, SRB, TUR, UKR
Oceania	2	FIJ, MHL
Total	263	119

“Several regional courses were organised in sports such as archery, rowing, tennis and wrestling, and providing high-level or specific content trainings.”

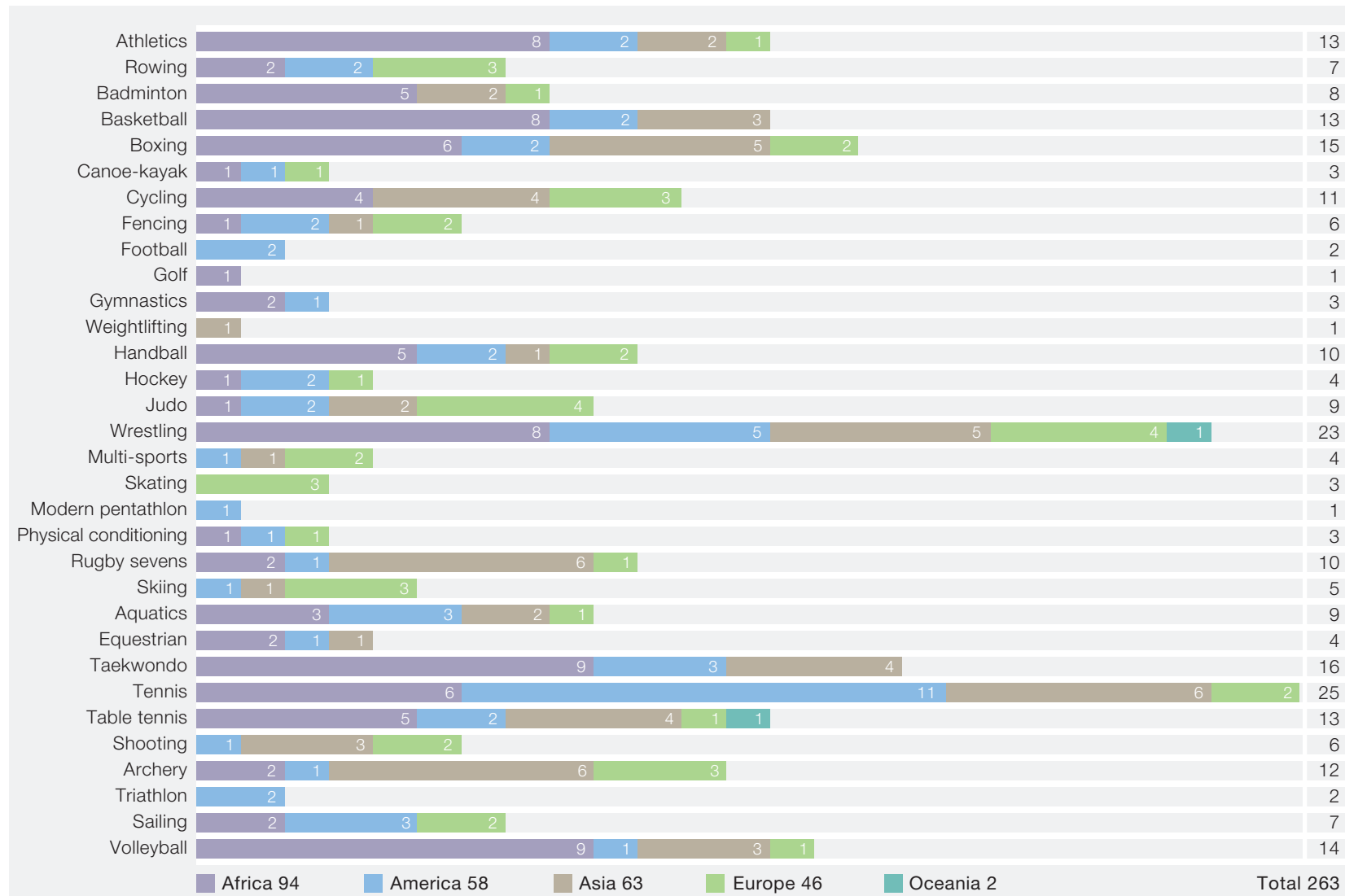
LINK

📍 Technical course in judo in Armenia



Technical courses in football in St Vincent and the Grenadines, shooting in Mongolia and fencing in Serbia

Breakdown of technical courses



© NCC of Sudan



© NCC of the Russian Federation



© NCC of Guatemala

Technical courses in gymnastics in Sudan, figure skating in Russia and modern pentathlon in Guatemala

OLYMPIC SCHOLARSHIPS FOR COACHES

Objective: to offer coaches, who are officially recognised as such and active in their respective sports, access to high-level further training, experience and knowledge, which they will then use to benefit their respective national sports structures.

2015 Budget: USD 2,250,000

Reading training reports, as well as individual assessments prepared by high-level centres and universities, Olympic Solidarity has been pleased to note a steady increase in the level of basic knowledge held by the participants, which is probably a result of the NOCs taking greater care when selecting their candidates.

Olympic Solidarity supported the 3rd edition of the ICAB (International Coaching Apprenticeship in Basketball) held in the United States from 12 October to 14 November 2015. Seven coaches (from American Samoa, Bulgaria, Denmark, Finland, Israel, Italy and Slovakia) took part in the programme, which was organised by the University of Delaware. The training course is divided into three modules. The first consists of theoretical training. The second enables the scholarship holder to take part in a 1st division basketball programme (NCAA), where they can experience the different aspects of training from the inside. The third involves the sharing of experiences between scholarship holders and trainers, with each coach presenting a development plan taking into account the current structures and resources in their respective country. The content of the programme, organised in cooperation with the University of Delaware, FIBA and USOC, was praised by the participants.

Scholarships and NOCs that benefited

Continent	Number of scholarships	NOCs that benefited
Africa	62	ALG, ANG, BDI, BEN, BOT, BUR, CHA, CIV, CMR, COM, CPV, DJI, ERI, GAB, GAM, GBS, GHA, KEN, LBR, LES, MAR, MAW, MLI, MOZ, MRI, NAM, NGR, NIG, RWA, SEN, SEY, SLE, STP, SUD, SWZ, TOG, TUN, UGA, ZAM, ZIM
America	51	ANT, ARG, BAH, BAR, BOL, BRA, CHI, COL, CRC, CUB, DMA, DOM, ECU, ESA, GRN, GUA, GUY, HAI, HON, LCA, MEX, NCA, PAR, PER, PUR, SKN, SUR, TTO, VEN, VIN
Asia	28	AFG, BAN, BRN, CAM, HKG, IRI, JOR, LIB, MAS, MDV, MGL, OMA, PAK, PHI, PLE, QAT, SIN, SRI, THA, TJK, TKM, TPE, UZB
Europe	23	ALB, AZE, BIH, BLR, BUL, CRO, CYP, DEN, ESP, FIN, HUN, ISR, ITA, LAT, MDA, MKD, POL, SRB, SVK
Oceania	8	ASA, FJI, MHL, NRU, NZL, SOL, TUV
Total	172	119

Scholarships by option

Continent	Scholarships						
	Sports sciences			Sport-specific training			Total
	M	W	Total	M	W	Total	
Africa	46	11	57	3	2	5	62
America	28	18	46	5	–	5	51
Asia	21	5	26	1	1	2	28
Europe	9	–	9	14	–	14	23
Oceania	4	1	5	3	–	3	8
Total	108	35	143	26	3	29	172

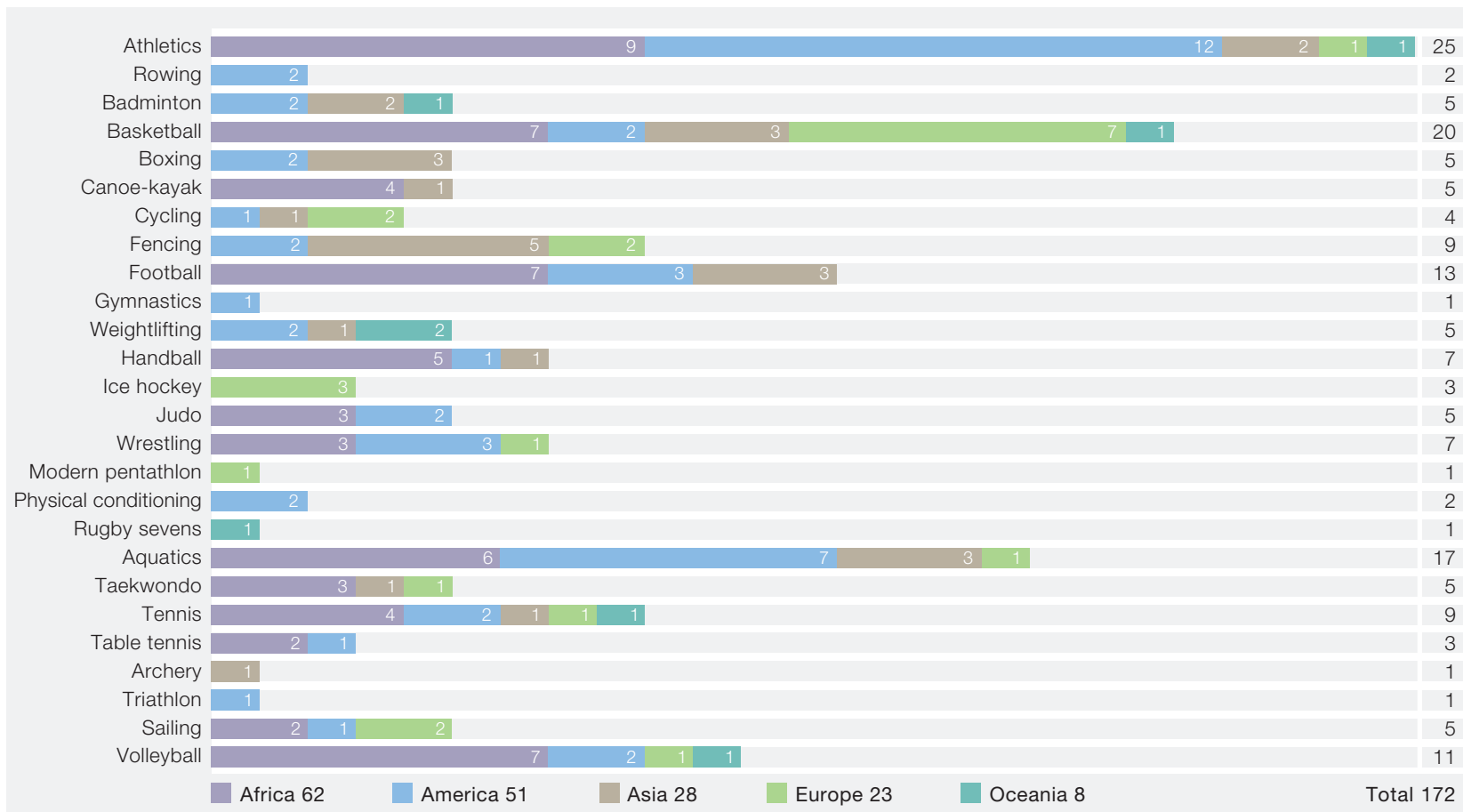


Training course participants, in the USOC/University of Delaware (USA) ICECP and in the Centre d'Alt Rendiment in Barcelona (ESP)

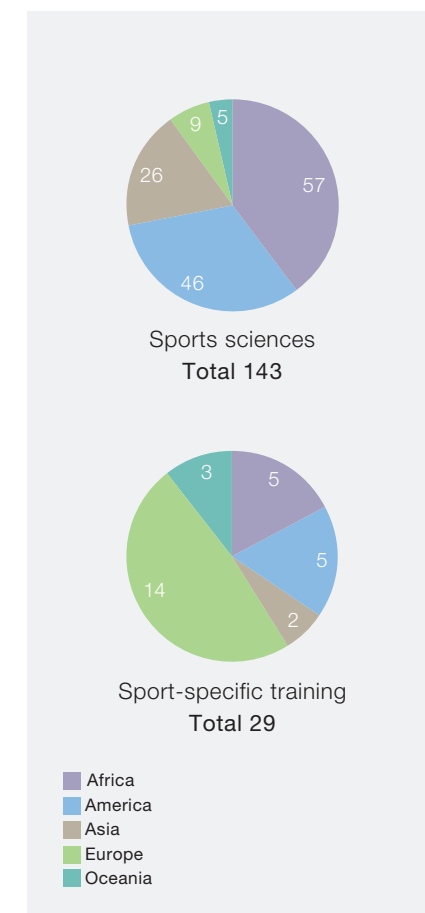
World Sailing (WS) training / VIDEO

LINK

Breakdown of scholarships



Scholarships by option



DEVELOPMENT OF NATIONAL SPORTS STRUCTURE

Objective: to allow NOCs to develop and strengthen their national sports and coaching structure by implementing a medium- to long-term action plan for a specific sport on the Olympic programme.

2015 Budget: USD 1,500,000

By the end of 2015, the total number of requests received by Olympic Solidarity as part of the Development of National Sports Structure programme represented 88% of the total budget available. In view of this very encouraging figure achieved a year before the end of the quadrennial plan, Olympic Solidarity decided not to restrict the requests it would receive during 2016 in spite of the budget limitation.

These positive results show that the NOCs have fully understood this programme and the procedure to be followed. This involves analysing the current situation in detail in order to draw up a coherent, realistic action plan that can be delivered in the country with the help of an outside expert and suitable assistants, such as former scholarship holding coaches. These national coordinators then take responsibility for the continued development of the project once the action plan is completed.

For example, Olympic Solidarity supported the project run by the NOC of Saint Vincent and the Grenadines in cooperation with the International Volleyball Federation (FIVB).

Projects accepted by NOC

Continent	Projects	
Africa	15	BEN, BOT, BUR, CMR, MAD, MAW, MLI, RWA, SEY, SWZ, TOG, TUN, ZAM
America	19	ARG, BAR, BOL, BRA, CHI, COL, CRC, ESA, HON, NCA, PAR, PER, PUR, URU, VIN
Asia	8	BRN, INA, LAO, MGL, PAK, TJK, TKM, TLS
Europe	14	ALB, ARM, BIH, BLR, EST, GBR, ISL, LAT, MDA, POL, SLO, SRB, SVK, TUR
Oceania	4	COK, FSM, MHL, SAM
Total	60	54

Projects accepted by sport

Continent	Projects	
Africa	15	Athletics (2), basketball, boxing (2), fencing, gymnastics, judo (2), multi-sports, physical conditioning, taekwondo, tennis, volleyball (2)
America	19	Aquatics (2), badminton (2), boxing, hockey (3), multi-sports (3), physical conditioning (2), rugby sevens (2), table tennis, volleyball, weightlifting, wrestling
Asia	8	Aquatics (2), badminton, judo, shooting, taekwondo (2), tennis
Europe	14	Aquatics, badminton, basketball (2), boxing, gymnastics, handball, ice hockey, luge, multi-sports, skating, skiing, taekwondo, volleyball
Oceania	4	Basketball, table tennis, volleyball, weightlifting
Total	60	



Projects run by the NOCs of the Lao PDR in judo, Armenia in gymnastics and Peru in rugby sevens

Volleyball development project in Saint Vincent and the Grenadines / FIVB NEWS

LINK



NOC of the Federated States of Micronesia team during the MOSO module in Samoa

NOC MANAGEMENT: BENEFITING FROM THE EXPERTISE AND EXPERIENCE OF OTHERS

Objective: to help NOCs fulfil their mission in the best possible way by directly helping them to execute their tasks (through the improvement of various aspects of their management and the provision of direct subsidies), by offering educational opportunities to their staff and executives and by facilitating exchanges of information and experience among NOCs in order to improve their knowledge.

2015 Budget: USD 11,210,000

In the third year of the quadrennial plan 2013–2016, Olympic Solidarity continued to support NOCs wishing to strengthen their management. One of the opportunities that attracted a high level of interest among NOCs concerned the possibility of learning from each other and sharing experiences, either as a way of reflecting on their own procedures and practices or learning from existing models. This not only took place through the NOC Exchanges programme but was also used as a means of developing different activities as part of other programmes (i.e. Sports Administrators Courses and Marketing Seminars).

Olympic Solidarity also organised Olympic marketing seminars for NOCs in cooperation with the ANOC and IOC Television & Marketing Services (TMS). The Olympic Solidarity Commission had authorised the necessary funding in order to ensure that every NOC would be able to take part in this joint educational initiative. The theme of the seminars was *'Understanding and creating a strong brand'*. The first three two-day seminars took place in September 2015 and the following three in January and February 2016.

2015 KEY FIGURES:

167 NOCs RECEIVED THE ANNUAL ADMINISTRATIVE SUBSIDY

82 NOC MANAGEMENT INITIATIVES

61 SPORTS ADMINISTRATORS COURSES

28 ADVANCED SPORTS MANAGEMENT COURSES

11 ASMC PROGRAMME DIRECTORS TRAINED

60 MEMOS SCHOLARSHIPS

57 NOCs INVOLVED IN NOC EXCHANGES

PROGRAMMES AVAILABLE TO THE NOCs

- NOC Administration Development
- National Training Courses for Sports Administrators
- International Executive Training Courses in Sports Management
- NOC Exchanges



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YOUR OS CONTACTS

NOC ADMINISTRATION DEVELOPMENT

Objective: to improve the administrative structures of NOCs by contributing towards their general administrative costs and supporting NOCs’ initiatives to improve specific aspects of their management, with special emphasis on better governance.

2015 Budget: USD 8,875,000

As in previous years, each NOC was eligible to receive an annual administrative subsidy of USD 40,000, which they used to cover their running costs, such as office rent, utility bills, salaries, organisation of meetings, etc.

In addition, NOCs could request one-off assistance to help them implement a project aimed at improving their management. Many NOCs focused on information technology by either enhancing their websites or databases, or purchasing new and upgrading existing IT equipment. Other areas of interest were strategic planning, languages, financial management and accounting, sports law, marketing and good governance. The NOCs organised training seminars and workshops for their staff, national federations and athletes, and facilitated participation in international conferences.

NOC Administration Development

Continent	Administrative subsidy NOCs	Management initiatives	
		NOCs	Projects
Africa	44	15	29
America	36	10	14
Asia	28	4	4
Europe	42	21	29
Oceania	17	5	6
Total	167	55	82

“The teamgb.com website is a key communication tool that is pivotal to the British Olympic Association in order to continue its mission to transform British lives through the power of the Olympic values and the success of Team GB.”

Example of an NOC management initiative conducted by the British NOC



Workshops in “Website Editing and Database Management” (VAN), “Good governance” (LCA) and “Olympic Solidarity programmes” (OMA)

NATIONAL TRAINING COURSES FOR SPORTS ADMINISTRATORS

Objective: to offer NOCs the possibility of training the sports administrators of the NOC and its constituents by organising courses on a national level.

2015 Budget: USD 985,000

This programme enables NOCs to organise courses aimed at improving the skills of their staff, executives and stakeholders. There are two types of course: Sports Administrators Courses and Advanced Sports Management Courses (ASMC). Olympic Solidarity provides manuals for the participants, support material for the course directors and training on how to run these courses.

At the 11th training session for ASMC Programme Directors held in September, 11 candidates were introduced to the philosophy of ASMC and taught how to run successful courses. Members of the ASMC Steering Committee and experienced Programme Directors shared their tips with the trainees.

To increase the effectiveness of courses and to better reach course participants, NOCs are encouraged to translate the manuals on which the courses are based into their native languages. Five NOCs were assisted by Olympic Solidarity to translate the *Sport Administration Manual* and *Managing Olympic Sport Organisations* this year.

Sports Administrators Courses and Advanced Sports Management Courses

Continent	NOCs	Sports Administrators Courses (reports received)*	Advanced Sports Management Courses	
			Programme directors trained	Courses approved
Africa	16	21	6	8
America	13	10	5	9
Asia	12	22	–	7
Europe	4	8	–	3
Oceania**	1	–	–	1
Total	46	61	11	28

* Figures are provisional as NOCs are still sending reports for 2015.

** Courses organised through ONOC's continental programme.

“The facilitators were mainly MEMOS graduates who bring a high degree of authority and significance to the Advanced Sports Management Course. The course was an excellent complement to the postgraduate studies we have followed.”

Feedback from a participant in the Advanced Sports Management Course held in the Former Yugoslav Republic of Macedonia



Sports administration course in Lithuania and in Vietnam / Programme Directors' training in Lausanne

INTERNATIONAL EXECUTIVE TRAINING COURSES IN SPORTS MANAGEMENT

Objective: to provide sports managers with access to training courses of a higher education level and international significance, and to contribute towards improvement in the management of their Olympic sports organisations.

2015 Budget: USD 850,000

A total of 60 sports managers benefited from scholarships enabling them to complete the Executive Masters in Sport Organisations Management (MEMOS). MEMOS XIX, conducted in English, started in September in Lausanne and MEMOS VI, for Spanish-speakers, commenced in October in Barcelona. The participants follow a year-long course with a number of modules dedicated to different management areas and held in various locations around the world.

2015 also saw the graduation of MEMOS XVIII (in English) and MEMOS VI (in French) participants. The Alberto Madella prizes for the best projects of a MEMOS edition were awarded to Christine Walshe of the United States for her thesis on “How to create a philanthropic culture within the Olympic Movement” and to Joyce Diniz Ardies (Brazil) for her thesis/project on “Services provided to athletes during international games – Technology for traffic information and control.”

International Executive Training Courses in Sports Management – MEMOS scholarships awarded in 2015

Continent	NOCs	MEMOS in English (XIX)	MEMOS in Spanish (VI)
Africa	12	9	5
America	20	6	19
Asia	9	9	–
Europe	9	8	2
Oceania	2	2	–
Total	52	34	26



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MEMOS XVIII in English in Beijing (CHN) / MEMOS VI in French in Kigali (RWA)

Projects presented by Olympic Solidarity scholarship holders:

- 📌 MEMOS XVIII 📌 MEMOS VI in French
- 📌 Closing of the MEMOS XVIII in Lausanne

LINKS



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MEMOS VI in Spanish in Barcelona / MEMOS XVIII at The Olympic Museum in Lausanne

NOC EXCHANGES

Objective: to promote and facilitate the exchange of knowledge and experience between NOCs.

2015 Budget: USD 500,000

Through this programme, Olympic Solidarity seeks to promote cooperation among NOCs. A number of NOCs benefited from the programme in order to learn from their peers' experiences on a bilateral basis. Additionally, Olympic Solidarity supported several group exchanges:

- Seminar on IT strategies for the Spanish- and Portuguese-speaking NOCs, hosted by the NOC of Spain;
- Two meetings of the marketing working group of the NOCs of Central and South-East Europe, hosted by the NOCs of Croatia and Slovenia;
- Caribbean Zeus Workshop to discuss improvements to the Zeus athlete data management system, hosted by the NOC of Barbados;
- Seminar for the NOCs of the Commonwealth of Independent States, Baltic states and Georgia, hosted by the NOC of Armenia.

NOC Exchanges

Continent	NOCs	Exchanges/Internships
Africa	4	5
America	32	39
Asia	7	7
Europe	14	15
Oceania	–	–
Total	57	66

“The information technology seminar organised by the Spanish NOC was very positive for our NOC, which is still a novice where IT is concerned. Thanks to the exchange of information between the 24 NOCs present, we are now clear about the direction we should take.”

Feedback from Filomena Fortes, President of the Cape Verde NOC, concerning the exchange programme with the Spanish NOC



Zeus workshop in Barbados (left and centre) / Seminar organised by the NOC of Armenia



Olympic Day in Hong Kong, China

MORE THAN 1,500 ACTIVITIES TO PROMOTE THE OLYMPIC VALUES AROUND THE WORLD OVER 3 YEARS

Objective: to give NOCs different opportunities to promote the Olympic values in their country and thus play a key role in their respective communities by focusing their efforts on one or more areas, in accordance with their strategy, structure and needs.

2015 Budget: USD 5,000,000

Three years into the 2013–2016 quadrennial plan, Olympic Solidarity has allocated funding for 1,525 activities as part of its Promotion of Olympic Values programmes. A total of 564 initiatives or sports medicine courses have been approved, representing 86% of the total number of initiatives and sports medicine courses approved in the 2009–2012 quadrennial plan (655).

Comparing the figures for 2015 with those for 2014, an increase in the number of approved initiatives and sports medicine courses, from 189 to 203, can be noted. The various training courses and educational scholarships offered by Olympic Solidarity through its Sports Medicine and Olympic Education, Culture and Legacy programmes remain very popular with the NOCs. A total of 51 NOC nominees benefited from one of these programmes in 2015.

Through the five Promotion of Olympic Values world programmes, the NOCs benefit from financial support enabling them to translate global policies such as Agenda 2020 and the United Nations post-2015 Development Agenda into action on a national level. As Olympic Solidarity is embarking on the development of a new quadrennial plan for 2017–2020, the intention is to align the Promotion of Olympic Values programmes further with the overall long-term objectives defined by the Olympic Movement through its Agenda 2020.

2015 KEY FIGURES:

203 NOC INITIATIVES AND SPORTS
MEDICINE COURSES

127 NOCs RECEIVED GRANTS FOR THEIR
ORGANISATION OF OLYMPIC DAY ACTIVITIES

51 NOCs BENEFITED FROM OLYMPIC STUDIES
AND SPORTS MEDICINE TRAINING

55 NOCs RECEIVED FUNDING TO ATTEND
THE IOA SESSION FOR YOUNG PARTICIPANTS

56 NOCs RECEIVED FUNDING TO ATTEND
THE IOA SESSION FOR NOA DIRECTORS

PROGRAMMES AVAILABLE TO THE NOCs

- Sports Medicine
- Environmental Sustainability in Sport
- Women and Sport
- Sport for All
- Olympic Education, Culture and Legacy
(incl. International Olympic Academy)



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Head of Section



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Project Manager



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MOUNOUD
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YOUR OS CONTACTS

SPORTS MEDICINE

Objective: to help NOCs to disseminate knowledge as well as organise educational activities at national level in the field of sports medicine, particularly with regard to the protection of athletes' health and prevention of injury and illness in sport.

2015 Budget: USD 760,000

A total of 31 NOCs organised sports medicine courses or initiatives in 2015. The pattern is the same as in 2014, namely that African and American NOCs prefer to organise courses – training lasting a minimum of three days and including three IOC consensus statements – while European NOCs tend to apply for the more flexible initiatives component, with activities ranging from research projects to shorter or narrower training sessions that do not meet all the criteria associated with sports medicine courses.

During 2015, 20 team physicians were allocated financial support to participate in the IOC advanced team physician course held in Doha (Qatar) from 5 to 7 May, while two NOC-nominated candidates received funding towards their participation in the IOC course on periodic health evaluation, ECG and imaging testing in Buenos Aires (Argentina) on 2 and 3 November. The IOC's two-year distance learning sports medicine diploma course remains popular with the NOCs and eight new scholarships were awarded for the 2015–2017 edition of this course.

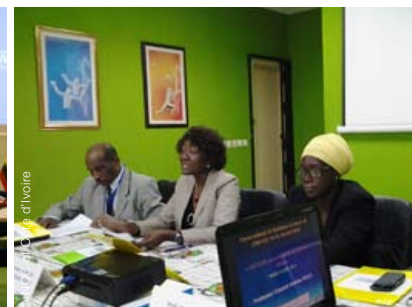
Initiatives, courses and other opportunities

Continent	Initiatives accepted		Sports medicine courses		Other opportunities	
Africa	2	TUN (2)	4	CIV, CPV, ETH, UGA	9	BOT, CPV (2), EGY, NGR, TUN, UGA (2), ZIM
America	3	NCA, PAR, SUR	5	BOL, CAN, ESA, GUA, URU	10	CAN, CHI, COL, CRC, GUA (3), IVB, PER, PUR
Asia	2	BHU, IRI	1	INA	7	BRN, INA, JPN, MAS, OMA (2), SIN
Europe	7	IRL, LTU, MKD, NOR, POL, SUI, SVK	4	BLR, EST, LTU, SLO	13	AUT (2), BIH, EST (2), GRE, LAT, LTU (2), MDA, NOR (2), SUI
Oceania	2	ASA, FIJ	1	MHL	1	FIJ
Total	16	8	15		40	

“A total of 31 NOCs organised sports medicine courses or initiatives in 2015.”



© NOC of Lithuania



© NOC of Côte d'Ivoire



© NOC of Botswana

Sports Medicine course in Lithuania and in Côte d'Ivoire / Anti-doping seminar in Botswana

ENVIRONMENTAL SUSTAINABILITY IN SPORT

Objective: to help NOCs to integrate environmental sustainability principles into their wider policies and activities at national level, notably with regard to sports events, management of sports facilities and educational initiatives.

2015 Budget: USD 580,000

Demand for the Environmental Sustainability in Sport programme remains stable, with 20 initiatives supported in 2015, compared with 21 in 2014. While no Asian NOCs applied for this programme in 2014, 2015 saw two Asian awareness-raising initiatives: an International Forum on Sport and Environment, held in Chinese Taipei on 10 and 11 September with 75 participants, and a seminar on the theme ‘Towards Sustainable Environmental Sport’, held in Oman on 21 October with 84 participants, including representatives of national federations, government, universities and media.

Also in 2015, the NOC of Brazil continued its ‘Sustainable Brazilian Youth School Games’ flagship project, showcasing how a large-scale sporting event can be hosted in a sustainable manner. The project has a multi-pronged approach, with sustainability solutions for all organisational aspects and educational events for the participating athletes.

NOC initiatives

Continent	Initiatives accepted	
Africa	4	TUN (3), UGA
America	3	BRA, DOM, VEN
Asia	2	OMA, TPE
Europe	8	BIH, FIN, FRA, LTU, MDA, MKD, SRB, SUI
Oceania	3	ASA, FSM, GUM
Total	20	

“The initiatives organised in the framework of this programme range from awareness-raising to environmental infrastructure audits and the organisation of sustainable sports events.”



Sport and environment contest (LTU)

© NOC of Lithuania



© NOC of Dominican Republic



© NOC of Bosnia and Herzegovina



© NOC of Oman

Environment day (DOM) / Olympic site cleaning (BIH) / Sustainable development seminar (OMA)

WOMEN AND SPORT

Objective: to help NOCs to develop and implement national action plans and/or programmes aimed at raising awareness of gender equality and/or involving women in leadership positions.

2015 Budget: USD 560,000

The popularity of the Women and Sport programme has increased significantly, with the number of initiatives increasing from 21 in 2014 to 34 in 2015 and all continents registering a surge in demand. Four NOCs from each continent organised activities in 2015. The initiatives are all focused on the promotion of female leadership in sport at national or regional level, some over a period of several years. African NOCs are the main beneficiaries of this programme.

The NOC of New Zealand made history in 2015, when it became the first NOC to win the IOC Women in Sport World Award. As part of a pronounced and clear long-term strategy, and with financial support from Olympic Solidarity's Women and Sport programme, this NOC has organised networking, training and mentoring opportunities for sportswomen, helping raise the level of female representation on national federation executive boards to 31.3% in 2014. The NOC actively monitors the situation of sportswomen in New Zealand through an annual census of women in leadership positions.

As well as the leadership initiatives covered by the Women and Sport programme, Olympic Solidarity funds projects specifically aimed at promoting the practice of sport among girls and women (e.g. sport events, awareness campaigns, festivals) as part of its Sport for All programme. Three such initiatives were accepted in 2015.

NOC initiatives

Continent	Initiatives accepted	
Africa	12	ALG, GAM, KEN, LES, NAM, NGR (2), RWA, SEY, TAN, UGA, ZIM
America	4	ARG, ARU, BAR, CHI
Asia	6	AFG, BHU, MGL, TJK, TPE, UZB
Europe	6	BIH, CRO, GEO, GER, IRL, LTU
Oceania	6	ASA, COK, FIJ (2), FSM, NZL
Total	34	

“The initiatives are all focused on the promotion of female leadership in sport at national or regional level.”



Women in sport governance programme in Uganda /
Women and sport seminar in Zimbabwe

Pictures, from left to right:

Launch of the Puerto Rican female athlete portrait book / Women and sport programme in Tajikistan /
Kereyn Smith, Secretary General of the New Zealand Olympic Committee, drives development of the new Integrity Framework in New Zealand sport



SPORT FOR ALL

Objective: to help NOCs to promote, at national level, the practice of sport and physical activity throughout all levels of society, particularly as a means to foster social inclusion and health awareness.

2015 Budget: USD 680,000

The Sport for All programme remains popular all over the world, with NOCs from every continent organising activities in 2015. The programme is particularly popular among European NOCs, who hosted a wide range of activities, from a national congress on inclusion and sport in Germany to a beach sports festival in Malta.

Another example is the NOC of Sweden which, with Olympic Solidarity support, organised Olympic celebrations in different locations around the country, enabling children aged 7 to 13 to try new sports at local clubs and to meet Olympians. The children were invited to register online and could choose from between 10 and 15 different sports. The aim of this project is to inspire the younger generation and give everybody a chance to participate, regardless of gender and socio-economic background.

Olympic Day continues to be an integral part of the Olympic calendar for many NOCs, giving them a chance to spread the Olympic values and encourage people of all ages to get active. The ‘Move, Learn, Discover’ concept has now been fully integrated by nearly all NOCs and enables them to base their Olympic Day activities around these three themes. The concept ensures that people get active on the day, learn about the Olympic values and discover new sports that they would otherwise rarely get an opportunity to try. By the end of 2015, 127 NOCs had sent in financial reports on their organisation of Olympic Day celebrations in 2015.

NOC initiatives and Olympic Day

Continent	Initiatives accepted		Olympic Day 2015 (reports received)*	
Africa	6	BDI, BOT, CPV, GAB, MLI, UGA	31	ALG, BEN, BOT, BUR, CMR, CPV, EGY, ETH, GAB, GAM, GBS, GUI, KEN, LES, MAW, MLI, MRI, NAM, NGR, NIG, RWA, SEN, SEY, SOM, SWZ, TAN, TOG, TUN, UGA, ZAM, ZIM
America	5	ARG, CHI, COL, IVB (2)	29	ANT, ARG, BAR, BER, BIZ, BOL, BRA, CAN, CAY, CHI, CRC, DMA, DOM, ECU, ESA, GUA, GUY, HON, ISV, IVB, LCA, MEX, PAN, SKN, STP, TTO, URU, VEN, VIN
Asia	6	BAN, BRN, CAM, NEP, PRK, TJK	24	BAN, BHU, BRN, CHN, HKG, IND, IRI, JOR, KAZ, KOR, LAO, LIB, MGL, MYA, OMA, PAK, PHI, PLE, SIN, SYR, THA, TJK, TPE, VIE
Europe	18	AND, AZE, BEL, BIH, EST, GER, LAT, LTU, MDA, MKD, MLT, MNE, NED, POL, SLO, SRB, SVK, SWE	34	ALB, AND, ARM, BIH, BLR, BUL, CRO, CYP, CZE, EST, FRA, GBR, GER, GRE, ISL, ISR, LAT, LIE, LTU, LUX, MDA, MKD, MLT, MON, POL, POR, ROU, SMR, SRB, SUI, SVK, SWE, TUR, UKR
Oceania	2	FIJ, FSM	9	ASA, AUT, COK, FIJ, FSM, NRU, NZL, TGA, VAN
Total	37		127	

*Provisional figures, since NOCs are still sending in their reports for 2015.

“Olympic Day gives the NOCs a chance to spread the Olympic values and encourage people of all ages to get active.”



Olympic Festivals in the Republic of Moldova and in Slovenia / Holiday recreation programme closing in Grenada

OLYMPIC EDUCATION, CULTURE AND LEGACY (INCL. IOA)

Objective: to help NOCs to implement Olympic education programmes, disseminate and gain knowledge on Olympism and Olympic values, as well as preserve Olympic and sporting heritage at national level.

2015 Budget: USD 2,420,000

Olympic Education, Culture and Legacy is by far the biggest among Olympic Solidarity's Promotion of Olympic Values programmes, with a 2015 budget of USD 2.42 million and a total of 81 initiatives around the world, up from 70 initiatives in 2014. African NOCs are responsible for this increase, organising 21 initiatives in 2015 compared to nine in 2014. The NOC of Uganda broke new ground in 2015 by collaborating with the Uganda Scout Association, which allowed it to promote Olympic values at a large scout jamboree in August. The NOC organised many different kinds of activities, such as quizzes, an Olympic exhibition and several Olympic movie nights.

In Oceania, the NOC of Fiji trained prominent athletes from different sports – so-called 'Champions' – to educate young athletes and students on the importance of adhering to Olympic values not only in sport but in everyday life.

As well as these activities, Olympic Solidarity covered the tuition fee for five candidates nominated by NOCs for the 2015–2016 edition of the IOA master's degree in Olympic studies, Olympic education, organisation and management of Olympic events at the University of the Peloponnese, and six candidates for the 2015–2017 edition of the Executive Master of Arts Olympic studies degree programme at the German Sports University in Cologne. Olympic Solidarity also awarded its first scholarship to an NOC candidate as part of its new PhD student research grant programme.

NOC initiatives and other opportunities

Continent	Initiatives accepted		Other opportunities	
Africa	21	BDI (2), BEN, BUR, CHA, CPV (2), ETH (2), GAB, KEN, LES (3), MAW, SLE, TUN (2), UGA (2), ZIM	5	EGY, RSA, SEN, UGA (2)
America	15	BAR, BOL, CHI (2), ESA, GRN, GUA (2), IVB, PAN, PUR, TTO, VEN (3)	1	BRA
Asia	8	BAN, LIB, MDV, PRK, SIN, SRI, SYR, TPE	2	AFG, SRI
Europe	30	MON, ARM (2), BLR, BUL, CRO, CZE, EST, FIN, FRA, GER, IRL, ISL, ISR, ITA, LAT, LTU, MDA, MKD, MNE, NOR, POL, POR, ROU (3), SLO, SRB, SVK, TUR	3	GER, GRE, HUN
Oceania	7	AUS, FIJ (2), FSM (2), NZL, PLW	–	
Total	81		11	

IOA Annual Sessions

Continent	NOCs that received financial support	
	International Session for Directors of NOAs	International Session for Young Participants
Africa	13	6
America	14	12
Asia	11	14
Europe	17	21
Oceania	1	2
Total	56	55



Activities for children in Romania and with the scouts in Uganda / Youth Olympic Camp in Trinidad and Tobago

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CONTINENTAL PROGRAMMES: TAILORED TO NATIONAL REQUIREMENTS

The continental programmes offer the NOCs access to technical, financial and administrative assistance which addresses the specific needs and priorities of the NOCs in each continent. These programmes complement those offered at world level.

Based on criteria laid down by the Olympic Solidarity Commission and after the 2013–2016 quadrennial plan budget had been approved, each continental association drew up a detailed plan for its use of the funds available through the continental programmes, in accordance with the specific needs of its continent (thereby strengthening the policy of flexibility). This action plan, approved by the continental association's decision-making body and then by the Chair of the Olympic Solidarity Commission, takes into account the continent's needs and fulfils a number of conditions. For example, the funds must be allocated as a priority to NOCs for the development of their own national activity programmes. The NOCs can thus improve their operational efficiency by selecting activities that take into account the current local context and the reality on the ground.

The standard programmes for each continental association must also cover, in principle, the following basic elements: administration and running costs, and the organisation of statutory meetings. In parallel, the continental associations can set aside some of the funds to develop specific programmes in accordance with the particular needs and situation of their continent.

ANOCA
(Association of National Olympic Committees of Africa)
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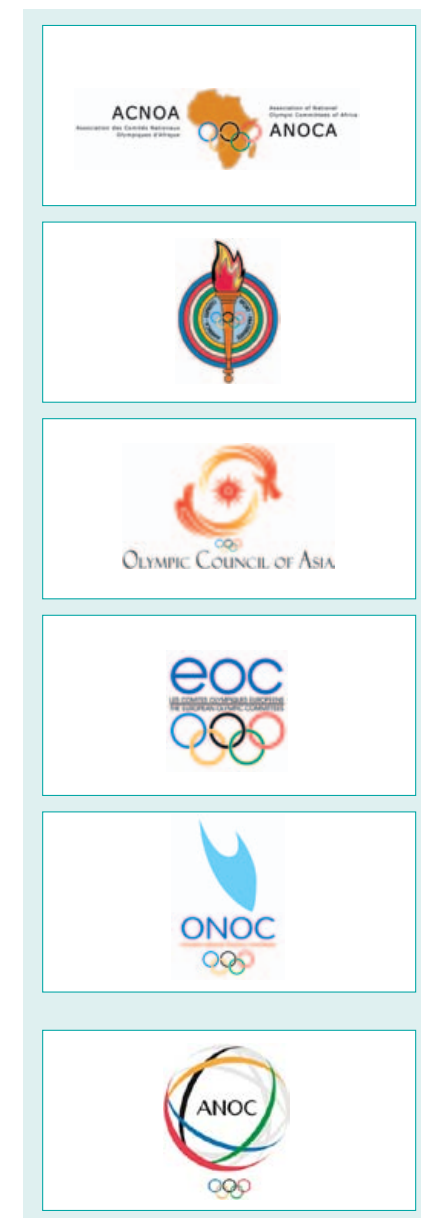
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ANOCA ASSOCIATION OF NATIONAL OLYMPIC COMMITTEES OF AFRICA

2015 was a great year for ANOCA and African sport in general. ANOCA is proud that its programmes continue to be run successfully. ANOCA and its member NOCs are currently engaged in preparing for the Olympic Games to be held in Rio in August 2016. ANOCA is ensuring that the resources made available by Olympic Solidarity to support the participation of athletes in these Games are distributed to NOCs and managed accordingly.

Meanwhile, negotiations aimed at allowing ANOCA to manage and run the All-Africa Games did not reach a satisfactory conclusion, with no agreement reached on the way forward. ANOCA is determined to return to the negotiating table with the African Union (AU) in order to reach a suitable decision on the future of these Games.

The Olympafrica project continues to make strides in Africa. ANOCA is glad to note that the growing network now involves almost 40 centres across the continent. The Athletes' Commission, one of the most active ANOCA commissions, successfully held its first forum in Marrakesh (Morocco) in March. The ANOCA Women and Sport Commission has been involved in activities promoting women in administration and the media with support from the IOC and the OCA.

Relations between ANOC and ANOCA could not be better. ANOCA, like all the other continental associations, is fully represented on the ANOC Executive Council. ANOCA's collaboration with Olympic Solidarity is also as strong as ever.

2015 Total Budget: USD 9,212,500



All-Africa Games in Brazzaville, Congo

NOC ACTIVITIES

Objective: to provide financial support to NOCs for promoting the development of sport and strengthening the NOCs at national level.

2015 Budget: USD 4,590,000

In 2015, USD 85,000 was allocated to each NOC to run its administration and other activities. Of the 54 African NOCs, 45 accessed the budget set aside for their activities. This means that 83% of the funds earmarked for NOC activities were used. These funds enabled the NOCs to develop their management capacity, function more efficiently, purchase modern equipment and prepare their athletes for the Olympic Games Rio 2016. ANOCA will work with individual NOCs, especially those who do not access any funds for their annual activities and strategic plans, to encourage them to take advantage of the Olympic Solidarity programmes available to them.

📌 African NOC activities carried out in 2015

ADMINISTRATION

Objective: to cover the day-to-day running costs of the ANOCA headquarters, as well as general administrative expenses to ensure organisational effectiveness.

2015 Budget: USD 842,500

ANOCA's headquarters are still rented and paid for by the Nigerian government, which has promised to provide permanent headquarters as soon as possible. Relations between ANOCA and the Nigerian NOC are excellent. A new government has been elected in Nigeria and, under its protocol agreement with ANOCA, the latter must be conferred diplomatic status. ANOCA is pleased to report that this process has now been completed and was promulgated in the Official Gazette.

A new Technical Director has also been appointed: Obakeng Ngwigwa from Botswana. The process that was used to appoint him, i.e. by openly advertising the position to all member NOCs, interviewing candidates and rating them accordingly for the Executive Committee's decision, will be strictly applied when other positions are filled in the near future.

MEETINGS

Objective: to cover the costs linked to ANOCA statutory meetings and seminars and to help NOCs to participate in these activities.

2015 Budget: USD 1,285,000

ANOCA held its Seminar for African Secretaries General in Maseru (Lesotho), where issues related to good administration, empowerment and efficient use of modern technology to communicate were discussed and addressed. Participants in the seminar also took time to study the Agenda 2020 recommendations in order to understand them and make recommendations of their own to the ANOCA Executive Committee. The stand-out recommendations concern good governance, which the Secretaries General consider a primary factor in accomplishing the NOCs' mission.

The United States Olympic Committee (USOC), ANOCA's partner, also attended the seminar, where it facilitated training for the Secretaries General on the new version of Microsoft Office 365™.

CONTINENTAL AND OLYMPIC GAMES

Objective: to help with the preparation of Continental and Olympic Games.

2015 Budget: USD 1,595,000

Regarding Continental Games, it was agreed that each NOC representative who attended the All-Africa Games should receive a USD 5,000 travel grant. ANOCA also provided USD 25,000 to the NOC of Congo to mitigate the costs of hosting the Olympic Family during the Games. Negotiations for ANOCA to take over the management and running of the All-Africa Games, which were held with the Association of African Sports Confederations (AASC) on 27 April 2015 at the headquarters of the AU in Addis Ababa (Ethiopia), did not reach a conclusion. ANOCA found the proposed plan inadequate as its structure did not meet the requirements of the Olympic Charter.

ANOCA and the NOCs are getting ready for the Olympic Games Rio, preparations for which are in their final stages. ANOCA made USD 607,000 available to the NOCs for this purpose.



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Secretaries General Seminar in Maseru /
IAAF programme at the Olympafira centre in Mogadishu (SOM)

The ANOCA President set up a special committee chaired by Kalkaba Malboum to supervise this project. The funds are only made available to athletes who have the potential to win medals and enhance Africa's position in the Games. Planning and athlete preparation, supervised by ANOCA, are progressing well.

AFRICAN YOUTH GAMES

Objective: to help with the preparation and organisation of the African Youth Games.

2015 Budget: –

ANOCA continues to make improvements to these Games, the first edition of which was held in Morocco and the second in Gaborone (Botswana). Algeria will host the third edition in 2018 and preparations are in their final stages. The Executive Committee took the opportunity of its extraordinary meeting in Algiers to meet officials, review the organisation of the Games and visit facilities. In the true spirit of sharing experiences and knowledge transfer, the former Chief Executive of the Games in Gaborone has been appointed to the ANOCA Games Commission to supervise the organisation of the Youth Games.

Algeria has the necessary sports facilities to host the Games, with most venues already identified and requiring only minor renovation work. It has already hosted major competitions such as the All-Africa Games and will host the Mediterranean Games. ANOCA and the host country are making detailed plans to ensure that accommodation, catering, transportation, accreditation and other aspects of the Games are adequately prepared. Dates have already been set for face-to-face meetings, visits and remote meetings (conference/video calls). The Executive Committee is confident the Games will be the best ever.

OLYMPAFRICA

Objective: to provide NOCs with low-cost local sports facilities and to promote social development and the empowerment of young people in disadvantaged communities.

2015 Budget: USD 500,000

The Foundation has been able to conduct important activities, recruit additional staff to strengthen its operations, strengthen its working tools, develop new activity programmes and make changes aimed at improving its internal organisation. It hired an assistant for the Technical Department in order to deal with extra work generated by the increasing number of active centres, which rose to almost 40 in 2015. It also renewed its IT equipment and moved to a new building with spacious offices and plenty of storage space. Several centres have been refurbished, including those in Burkina Faso, Côte d'Ivoire, Niger and Senegal. Work on centres in Zimbabwe and Cameroon was delayed, one for administrative reasons and the other due to terrorism.

📌 [List of Olympafrica Centres](#)

MISSIONS

Objective: to cover the expenses of ANOCA delegates representing the organisation at various events held in Africa and elsewhere.

2015 Budget: USD 200,000

Before holding extraordinary meetings to examine the AU's decisions in relation to the All-Africa Games, the Executive Committee formally met in Bangkok (Thailand) on the fringes of the ANOC General Assembly, in Algiers and in Sao Tome. Its last meeting was held in Mauritius ahead of the General Assembly.

SPECIAL PROJECTS

Objective: to help ANOCA to meet its social obligations and responsibilities, mainly through humanitarian aid (e.g. to alleviate poverty and hunger or mitigate the effects of natural disasters in Africa).

2015 Budget: USD 200,000

ANOCA supported the 9th edition of the Africa International Sports Convention (CISA), held in Rwanda in March 2015, to the tune of USD 20,000. The event, which paid tribute to the great figures of African and world sport, focused on the three themes of "Celebrating great figures of African sport", "What is the future for the All Africa Games?" and "The World Anti-Doping Code 2015 and its implementation".



Opening of the Ram Ruhee Olympafrica centre in Mauritius / All-Africa Games in Brazzaville

ANOCA's grant paid for the registration of NOC delegates, a 9m² ANOCA stand, accommodation and meals for the ANOCA President's representative, printing and publication of the official CISA magazine signed by the ANOCA President, two inside pages of this magazine dedicated to the promotion of ANOCA, and ANOCA publicity (name and logo) in all CISA media, the hotel website, the official CISA video, Jappo Sports & Entertainment newsletter, the Convention website and the site of the African sport directory.

ANOCA also made an annual USD 20,000 donation to the Keba Mbaye Foundation to support its sports activities. This Foundation seeks to provide development tools to the poorest people. Its activities range from scholarships for young African athletes to support for tournaments and donations of material and sports equipment. The Association of African National Olympic Academies (AANO) also received an annual grant of USD 20,000 to support its activities. The International Sports Press Association (AIPS) held a congress in Dakar, which ANOCA supported with a USD 10,000 grant that covered a special dinner hosted by ANOCA as well as part of the accommodation, travel and operational costs of the delegates and congress personnel.

Report by Intendant General Lassana Palenfo, President



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Activities in the CISA framework / Tunisian Olympic scholarship holder Sara Besbes / IOC President at the ANOCA General Assembly

PASO PAN-AMERICAN SPORTS ORGANISATION

The Pan-American Olympic Solidarity programmes, approved by PASO for the 2013–2016 quadrennial plan, continued to be applied in 2015, based on the general principles and rules approved by the PASO Executive Board and General Assembly.

Providing support to the NOCs, preparing the athletes for their participation in the XVII Pan-American Games Toronto 2015 and the Olympic Games Rio 2016, and coach education have been the main objectives of the Pan-American Olympic Solidarity programmes carried out throughout the quadrennial.

The Pan-American Olympic Solidarity programmes include High-Level Technical Courses for Coaches and Continental Scholarships. Taking into account the benefits provided to the PASO-member NOCs through these programmes and the proximity of the Olympic Games Rio 2016, PASO decided to conclude these programmes in 2015 in order to concentrate on supporting the Special Programme to Support the Preparation of Athletes.

The organisational effort and invested funds are producing concrete results, reflected in better athlete preparation and improved sporting achievements. PASO remains determined to support its member NOCs as much as possible as part of its constant commitment to Olympic sport in the Americas.

2015 Total Budget: USD 6,935,000



Argentinian Olympic scholarship holder Federico Molinari

NOC ACTIVITIES

Objective: to provide financial support to NOCs for the development of their own national activity programmes.

2015 Budget: USD 6,935,000

The NOC activities programme aims to help NOCs to achieve their strategic objectives by offering financial support so that they can implement their activities. These funds should be directed at NOC priorities that are not covered by other Olympic Solidarity programmes or used to supplement assistance granted through other programmes. Each NOC has an annual budget of USD 169,146 for the implementation of its activities. Unused funds can be carried over to subsequent years of the quadrennial period by the NOC concerned.

📌 American NOC planned activities in 2015

In parallel, PASO used its own funds, generated by the marketing of the Pan-American Games, to finance the development of other NOC support programmes. All PASO-member Olympic Committees participated actively in these programmes and benefited from them, according to the objectives they had set for themselves. The results can be summarised as follows:

HIGH-LEVEL TECHNICAL COURSES

The approved plan, carried out since 2013 and finalised in May 2015, included the organisation of 45 high-level technical courses in 31 sports, held in nine host countries and involving a total of 1,731 participants (1,512 coaches and 219 experts). The average attendance per course was higher than previously. The budget for each course was kept at an acceptable level and, in many cases, was lower than expected.

The participation of the Pan-American sports confederations and IFs played a vital part in improving the quality and technical level of the courses and the accuracy of the results. There was a good level of satisfaction among the participants. The feedback received in surveys of experts, coaches and host NOCs, as well as assessments conducted

by the Pan-American sports confederations, reflect a good level of fulfilment of the technical and teaching objectives laid down for each course.

📌 High-level technical courses held in 2013–2015

CONTINENTAL SCHOLARSHIPS FOR ATHLETES

In 2015, the Continental Scholarships for Athletes programme received a boost, with increased participation from the NOCs. A total of 252 participants (186 athletes and 66 coaches) from 19 NOCs took advantage of the programme in 18 sports.

Under this programme, special attention was provided to nine specific requests from the NOCs, among them: British Virgin Islands, Chile, Colombia, El Salvador, Guatemala, Honduras, Mexico, St. Lucia and Trinidad & Tobago.

📌 Continental scholarships for athletes distribution

SPECIAL PROGRAMME FOR THE SUPPORT OF ATHLETE PREPARATION

The application of the Special Programme for the Support of Athlete Preparation continued in 2015, allocating USD 100,000 to each NOC per year from PASO's own resources. Under the decision taken by the General Assembly in Puerto Vallarta (Mexico) in January 2015, the allocation of the funds corresponding to the said year was made flexible, including the allocation of funds that some NOCs had not received in previous years, taking into account the holding of the XVII Pan-American Games Toronto 2015.

It is important to highlight the guidelines for this programme. The USD 100,000 allocated to each NOC every year during the quadrennial plan should be used exclusively for athlete preparation and, in order to access the following year's payment, the NOCs should submit a report on the use and results of the resources received. A similar allocation is made for each year of the quadrennial in order to secure the programme's continuation. All resources are allocated on the basis of a specific request and project presentation.



PASO General Assembly in Toronto /

Fencing course in Guatemala / Pan-American Games in Toronto

The Executive Committee, at its meeting held in Mexico City in March 2015, agreed to allocate an additional USD 100,000 to be used mainly to support the NOC delegations participating in the XVII Pan-American Games Toronto 2015. Likewise, at its meeting in Toronto in July, held on the occasion of the Pan-American Games, the Executive Committee agreed to allocate an additional USD 100,000 to support the NOCs' participation in the Olympic Games Rio 2016. Some NOCs have since requested these funds and PASO has therefore sent them the corresponding resources.

The PASO-member NOCs and athletes, through the application of this programme, have received more financial resources than ever before for their preparations for the Pan-American Games and the Olympic Games.

Report by Julio C. Maglione, President, and Jimena Saldaña, Secretary General



Pan-American Games in Toronto (above) / Participants in the badminton course in Guatemala

OCA OLYMPIC COUNCIL OF ASIA

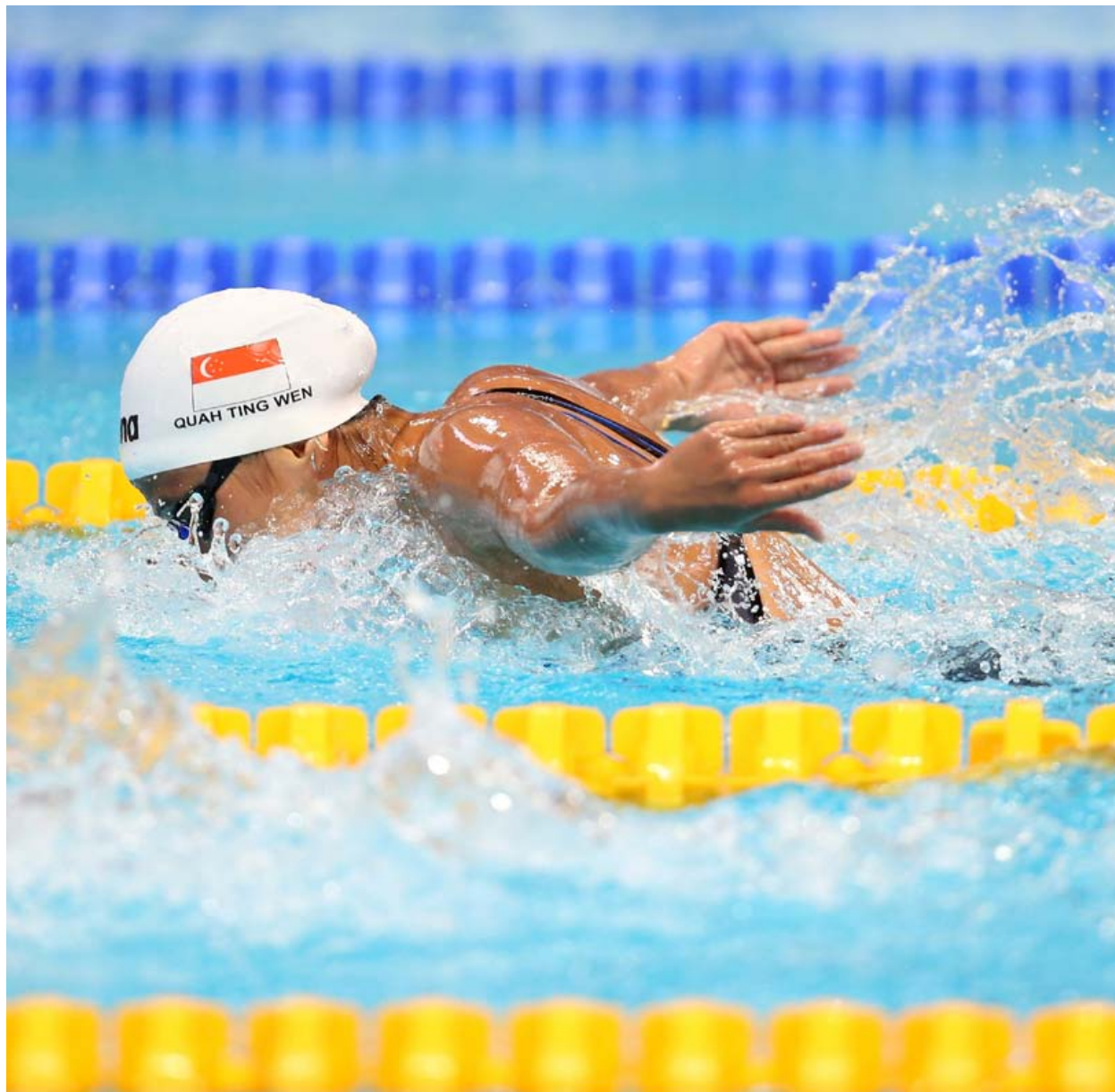
The OCA President, H.E. Sheikh Ahmad Al-Fahad Al-Sabah, stressed the unity and cooperation that exists between the Asian NOCs, enabling the OCA to host five successful multi-sport games during this latest four-year cycle.

Following the decision to award the 19th Asian Games in 2022 to the city of Hangzhou in eastern China's Zhejiang province, the future is very secure for the OCA's showpiece event, which was first held in 1951 and has enjoyed an unbroken sequence over seven decades – a remarkable achievement.

Sheikh Ahmad, who became OCA President in 1991 and was re-elected unopposed for a new four-year term at the 34th General Assembly in Ashgabat (Turkmenistan) in September 2015, said the focus in the new cycle would be on youth and technology, as well as the continuing development of marketing and other partnerships.

The Olympic Movement in Asia is in good health, and the OCA will continue to use all its resources to maintain the interest and passion that it generates.

2015 Total Budget: USD 6,529,500



Olympic scholarship holder Ting Wen Quah from Singapore

NOC ACTIVITIES

Objective: to provide financial support to NOCs for the development of their own national activity programmes.

2015 Budget: USD 3,740,000

The OCA granted USD 85,000 to each member NOC in a single instalment, subject to approval of the NOC's activities for the previous year. NOCs used the funds to conduct national sports activities, purchase office and sports equipment, attend various competitions and meetings, pay salaries, etc.

ADMINISTRATION

Objective: to cover some of the OCA's running costs.

2015 Budget: USD 950,000

The sum allocated to administration was used, inter alia, to cover the running costs of the OCA headquarters in Kuwait, such as staff salaries, communication expenses, office supplies, transport and vehicle maintenance, and OCA website and Internet costs.

MEETINGS AND STANDING COMMITTEE ACTIVITIES

Objective: to cover some of the costs linked to OCA meetings, including Executive Board, General Assembly and Chefs de Mission seminars.

2015 Budget: USD 892,500

The highlight of 2015 was the 34th General Assembly, which was held on 15-16 September in Ashgabat, host city of the OCA's 5th Asian Indoor and Martial Arts Games (AIMAG) in September 2017.

Attendance at the General Assembly was boosted by the presence of 17 Oceanian NOCs, led by the ONOC President, Dr Robin Mitchell. The 17 Oceanian NOCs will join the Asian NOCs at the 5th AIMAG in 2017, taking the anticipated number of athletes and officials to 8,000. The OCA firmly believes this joint initiative with Oceania can only help develop and promote cooperation, solidarity, peace, tolerance, unity and understanding between the two continents and in the Olympic Movement in general.

The General Assembly, which was opened by the President of Turkmenistan, H.E. Gurbanguly Berdimuhamedov, also included updates and progress reports from ANOC and Rio 2016, keeping the NOCs informed of all the major developments in the global Olympic Movement. The OCA also held two Executive Board meetings in 2015: the 66th meeting took place in Tehran (Iran) on 21 May, and the 67th in Ashgabat on 15 September. Several OCA committees also met in 2015, including the Media Committee in Macau (China) and the Finance Committee in Ashgabat.

The OCA Athletes' Committee, led by Japan's Olympic Games volleyball gold medal-winner Yuko Arakida, organised the 2nd Asian Athletes' Forum in Kuwait from 22 to 24 January. The total number of participants was 125, including the chairs of 10 NOC Athletes' Committees, 18 Olympians, 30 members of Asian NOC Athletes' Committees and delegates from the IOC and ANOC. The main purpose of the forum was to promote the establishment of Athletes' Committees within NOCs and to exchange ideas and initiatives on how best to represent the interests of athletes in the sports movement.

Jointly organised by the IOC, OCA and Qatar Olympic Committee, the Media Workshop on Women and Sport was held in Doha on 15-16 May and attracted 113 participants from 68 countries. The workshop produced the Doha Declaration, aiming to bring about gender equality in the media and in the coverage of sports events locally, nationally and on the international stage.

The two Olympic Solidarity/OCA regional forums were held later than usual in 2015. The forum for West Asian, Central Asian and South Asian NOCs took place in Tashkent (Uzbekistan) on 24-25 November, and the forum for East Asian and South East Asian NOCs was held in Jakarta (Indonesia) on 28-29 November. The agenda included a detailed presentation from the 2016 Rio Olympic Games Organising Committee to enable the NOCs to complete all the formalities and to provide them with logistical and administrative expertise in their planning and preparation. The forums also allowed the NOCs to seek guidance and assistance from the Olympic Solidarity staff on issues and policies directly affecting them, and to make the most of the programmes and initiatives on offer for athletes, coaches, administrators



and other stakeholders within the wide-ranging Olympic Solidarity world and continental programmes.

📌 2015 events organised by OCA or in which it participated

OLYMPASIA PROJECTS

Objective: to offer NOCs the possibility to create simple, economical, functional sports facilities or renovate existing ones in rural or under-privileged areas.

2015 Budget: USD 400,000

In 2015, the OCA granted Olympasia funding to the NOCs of Bhutan, Timor-Leste and Afghanistan (for continued work on its headquarters, which had started in 2010). The NOC of Bhutan is benefiting from Olympasia funds over four years in a row, starting in 2014, for the establishment of the Thimphu Sports & Recreational Center. This project will be completed in 2017. The NOC of Timor-Leste used the funding to renovate its headquarters in Dili and to upgrade its office equipment. This project was completed in September 2015.

ASIAN YOUTH DEVELOPMENT PROJECT

Objective: to help NOCs to send their young athletes to a camp organised by the OCA in an Olympic sport.

2015 Budget: USD 250,000

The OCA's Asian Youth Development Project is one of the core initiatives of the Olympic Solidarity continental programme as it benefits all Asian NOCs by offering world-class coaching and facilities to top young athletes and coaches, who can develop the acquired teaching and coaching methods and skills on their return to their own country or region. Under this programme, the OCA organised three Asian youth camps in 2015 in 3x3 basketball, table tennis and high jump, and swimming.

3x3 basketball: The OCA has promoted 3x3 basketball at the Asian Beach Games and both the men's and women's tournaments have proved to be very attractive for players and spectators alike, due to the popularity of basketball in general and this fast, fan-friendly form of the game. With this in mind, and due to the growing popularity of 3x3 basketball around the globe, the OCA organised the Asian 3x3 basketball youth camp in Doha (Qatar) from 5 to 18 September. It was held in coordination with the NOC of Qatar, FIBA and the Qatar Olympic Academy. The OCA and the Qatari NOC provided economy class airfares and accommodation for one coach and one male and one female athlete aged 15-17 from each NOC. A total of 24 NOCs sent 84 athletes and 49 coaches to the camp, which was hailed as the first international training camp for 3x3 basketball held anywhere in the world.

Table tennis and high jump: These youth camps were held simultaneously from 15 to 29 November in Doha. Once again, the OCA invited NOCs to send one athlete (aged 15-17) and one coach in each sport to the camp, held in conjunction with the Qatar Aspire Academy.

Swimming: On 29 June 2015, FINA, Olympic Solidarity and the OCA launched a swimming scholarship programme for Rio 2016 athletes at the Thanyapura Centre in Phuket (Thailand). The young swimmers and their coaches will benefit from this camp for one year.

SPECIAL PROJECTS

Objective: to provide additional financial support to the NOCs for specific projects or to help them deal with exceptional situations linked to unexpected events.

2015 Budget: USD 147,000

The OCA funded a commemorative plaque for the NOC of Hong Kong (USD 10,000) and contributed USD 30,000 to the International Tennis Federation for a joint Olympic Solidarity/OCA project to fund a training programme for 12 Asian tennis players. The same amount was also paid by Olympic Solidarity.



OCA Media Committee / 3x3 basketball camp in Doha / Olympic scholarship holder Tan Ya Ting from Chinese Taipei

NOC SOCIAL DEVELOPMENT THROUGH OLYMPISM

Objective: to help the NOCs to integrate and develop the Olympic values as part of their social and educational activities.

2015 Budget: USD 150,000

For the 2013–2016 quadrennial plan, this new programme has several objectives, including to integrate respect for others in social activities and education; encourage society to stand against all forms of discrimination (social, religious, ethnic or racial); build a better society through Olympic values; implement the principles of Olympism; and provide educational activities in order to encourage young people to build a healthier society.

Report by Sheikh Ahmad Al Fahad Al Sabah, President



Uzbek Olympic scholarship holder Vadim Menkov / South-East Asian Games in Singapore / OCA Executive Board meeting

EOC THE EUROPEAN OLYMPIC COMMITTEES

In 2015, the EOC managed the Olympic Solidarity continental programmes with a budget of USD 8,656,000. In line with its usual policy, for reasons of prudence, the EOC did not divide the quadrennial budget into four equal annual parts, but started with a lower amount for the first year and progressively increased it according to need, taking particular account of the fact that the European Youth Olympic Festival (EYOF) and the Games of the Small States of Europe (GSSE) take place in alternate years, requiring additional expenditure in those years.

In general, the EOC's policy is to maximise direct support to NOCs and to help them manage their expenditure, with the aim of improving their efficiency. In 2015, 75% of revenue was redirected to NOCs. With 10% of the total budget earmarked for administration and 5% for institutional meetings (General Assembly and seminar), the EOC spent half the combined maximum of 30% recommended by Olympic Solidarity in these areas.

The EOC also focused on ensuring the continued success of the EYOF, which is considered a crucial part of its activities. However, its main priority in 2015 was the European Games, the first edition of which took place in Baku (Azerbaijan) in June. No Olympic Solidarity funds were or will be spent on the European Games, as they are funded commercially from a different source.

The new financial control programme for better control of NOCs' spending of Olympic Solidarity funds took a considerable step forward, with audits of 25 European NOCs. The Olympic Solidarity continental office for Europe helped the auditors and the Lausanne international office to implement the programme.

2015 Total Budget: USD 8,656,000

2015 Winter EYOF



NOC ACTIVITIES

Objective: to provide financial support and assistance to help NOCs achieve the good governance standards required by the IOC, and to develop their own national activity programme and their credibility vis-à-vis their governments and their people.

2015 Budget: USD 5,400,000

In 2015, the NOC activities programme was funded with a lump sum of USD 85,000 for each NOC. As for special activities funding, the EOC supported 42 NOCs with a total budget of USD 1,150,000. The European NOCs particularly appreciated the flexible and varied nature of the special activities programme, which allows them to meet needs that cannot be covered by other programmes. The EOC worked closely with the Lausanne international office to ensure the best possible use of these funds at global level.

📌 European NOC special activities carried out in 2015

ADMINISTRATION

Objective: to cover the day-to-day running costs of the EOC headquarters in Rome (Italy) and part of those of the President's office in Dublin (Ireland).

2015 Budget: USD 886,000

The EOC secretariat in Rome handles organisation and administration. The EOC Treasurer and Secretary General continue to pursue a programme aimed at improving efficiency so as to contain costs.

MEETINGS

Objective: to cover some of the costs linked to EOC statutory meetings, whilst delivering top-class events.

2015 Budget: USD 440,000

This budget item increased by USD 30,000 as the EOC granted a higher level of support to the host NOCs.

The EOC held two annual institutional meetings in 2015. The EOC seminar took place in Belek, Antalya (Turkey) on 14 May, together with the annual Olympic Solidarity regional forum, which focused on preparations for the Olympic Games Rio 2016, whilst an Extraordinary General Assembly on the European Games was held the day after. The annual General Assembly was held in Prague (Czech Republic) on 20 and 21 November. The venue for the 2016 General Assembly, decided during the meeting, will be in Minsk (Belarus).

CONTINENTAL ACTIVITIES

Objective: to cover all EOC meetings (Executive Committee, commissions, EOC/EU office in Brussels and other meetings), communications and publications.

2015 Budget: USD 850,000

The EOC has nine commissions: Athletes, Olympic Games, Marketing and Communications, EYOF, European Union (EU), Environment and Sport for All, Olympic Culture and Legacy, Medical and Anti-Doping, and Gender Equality in Sport. In 2015, all the commissions worked hard and in accordance with the aims of the EOC, holding their annual meetings and further pursuing their activities with the help of modern communication technology.

Throughout 2015, the EOC/EU office in Brussels (Belgium), which is partly financed by the EOC, performed the important task of monitoring EU activities and keeping the EOC and its members duly informed about EU policy and decisions that impact European sport. Regarding communications, the EOC made maximum use of the Internet, publishing daily news items and its monthly newsletter on its website and via Twitter, YouTube and Facebook. Registration for EOC institutional events is also carried out via the website.



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CONTINENTAL AND REGIONAL GAMES

Objective: to help with the preparation and organisation of the EYOF and GSSE, the aims of which are to further the Olympic ideals.

2015 Budget: USD 1,080,000

The 2015 Winter EYOF took place in Vorarlberg (Austria) and Liechtenstein from 24 to 31 January and was a huge success. This was the first time in its long history that the EYOF had been co-organised by two countries. The Summer EYOF took place, also very successfully, in Tbilisi (Georgia) from 25 July to 1 August. Given the considerable growth of the EYOF, the team in charge of the event is composed of a full-time EYOF manager, who works in close cooperation with the EYOF Commission and the Coordination Commissions, all of which are composed of motivated and enthusiastic volunteers. In 2015, the EOC paid the balance of the support grant for the host NOCs and a participation grant to NOCs based on the number of athletes sent to the EYOF.

The GSSE, held in Reykjavik (Iceland) from 1 to 6 June, were closely followed by the public in the nine European states with a population of less than 1 million. For the 2015 edition, the Executive Committee decided to allocate a further USD 80,000 to the participating NOCs on account of the increased costs linked to the Icelandic edition.

Report by Patrick J. Hickey, President



Winter EYOF, Vorarlberg, Austria/Liechtenstein / EYOF in Tbilisi / EOC General Assembly in Prague

ONOC OCEANIA NATIONAL OLYMPIC COMMITTEES

The main event of 2015 was the 15th Pacific Games held in Port Moresby (Papua New Guinea) from 4 to 18 July, in which more than 3,000 athletes from 22 Pacific nations, plus – for the first time – from Australia and New Zealand, participated in 28 sports and disciplines. Papua New Guinea won the overall medal tally, followed by New Caledonia, Tahiti, Fiji and Samoa.

In preparation for the Olympic Games Rio 2016, representatives of the 17 Oceania NOCs gathered in Fiji at the end of April 2015 to attend the Olympic Solidarity/ONOC Regional Forum, which focused on the preparation of the delegations. During the two-day forum, representatives were briefed on a range of topics, including transportation, competition sites and security.

With regard to the programmes, the agreed budgetary allocations for this quadrennial period were based on an evaluation of the previous quadrennial's programmes. In general, ONOC has maintained the thrust of its work in sports education and support for its member NOCs, and annual budgets are revised on the basis of developments in the region. The main amendment this quadrennial period has been an increase in ONOC's administration budget to reflect the actual cost of managing the ONOC secretariat and implementing a range of programmes for its 17 member NOCs.

2015 Total Budget: USD 4,637,500

Pacific Games in Port Moresby



NOC ACTIVITIES

Objective: to provide financial support to NOCs to develop their own priority areas and implement specific activities, including technical courses for coaches and athletes.

2015 Budget: USD 1,445,000

This quadrennial, each member NOC is eligible for an annual grant of USD 85,000 in order to develop its own projects, including technical courses for coaches and athlete support programmes. In 2015, all Oceanian NOCs used this budget to organise a total of 131 programmes and activities. Many of these activities were linked to preparations for the Pacific Games in Port Moresby and the Commonwealth Youth Games in Apia (Samoa).

📌 Oceanian NOC activities carried out in 2015

ADMINISTRATION

Objective: to cover the general running and maintenance costs of the ONOC offices in Guam and Fiji, as well as the cost of organising ONOC statutory meetings.

2015 Budget: USD 1,700,000

The Annual General Assembly was held in Suva (Fiji) on 2 May 2015. The Executive Committee met also in Suva three times in March, April and November.

REGIONAL AND NATIONAL GAMES

Objective: to support financially the Oceanian NOCs and the organising committees involved in organising Regional and National Multi-sport Games.

2015 Budget: USD 200,000

Subsidies were paid to the NOCs of American Samoa, Cook Islands, Fiji, Marshall Islands, New Zealand and Palau to assist with the coordination of their National Games. Support grants for the Organising Committees of the 2015 Pacific Games in Papua New Guinea and the 2017 Pacific Mini Games in Vanuatu were also covered by this budget, as well as the special grant of USD 10,000 paid out to each Pacific Games Association that participated in the 2015 edition. This included the 17 ONOC members, plus associate members. The next Pacific Games will be held in 2019 in Nuku'alofa (Tonga).

OLYMPICEANIA

Objective: to help the NOCs to obtain permanent headquarters and establish income-generating programmes that enable them to implement appropriate sports development structures.

2015 Budget: –

The Tuvalu NOC received assistance to build its new headquarters in 2015. While no budget was allocated for the programme in 2015, the funds for this assistance came from the balance of the 2014 programme.

OCEANIA SPORT EDUCATION PROGRAMME (OSEP)

Objective: to help improve the level of sports administration and community sports education in Oceania.

2015 Budget: USD 350,000

OSEP is a key part of ONOC's strategy to improve the level of sports administration and community-based coaching in the region. Overseen by the ONOC Education Commission, the programme continues to deliver and to coordinate various training activities. The excess in expenditure over the budget for 2015 will be offset by unspent funds from the 2014 programme.



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SPORT & DEVELOPMENT

Objective: to help improve public health through sport and awareness campaigns.

2015 Budget: USD 80,000

ONOC plans to widen its sports development activities to include the fight against non-communicable diseases (NCDs), in addition to its previous work in HIV prevention. Work is underway in collaboration with the ONOC Medical Commission to determine how best to plan and implement programmes in this area. An operational grant to the Oceania Regional Anti-Doping Organisation (ORADO) is included in this budget. Funding for the cost of programmes conducted in 2015 was supplemented by unused funds from the 2014 budget allocation.

ATHLETES' COMMISSION, WOMEN IN SPORT COMMISSION AND MEDICAL COMMISSION

Objective: to offer financial support for projects submitted by the NOCs and endorsed by the ONOC Athletes', Women in Sport and Medical Commissions, as well as for meetings and activities of these commissions.

2015 Budget: USD 80,000

In 2015, this programme also funded the Voices of the Athletes (VOA) programme, staged jointly by the ONOC Athletes' Commission, the Oceania Regional Anti-Doping Organisation (ORADO) and the STOP HIV programme at regional multi-sport events and IF championships held in the region. The major regional events were the Pacific Games in Port Moresby and the Commonwealth Youth Games in Apia.

The Women and Sport Commission budget also enables a young female sports administrator to attend the International Olympic Academy young participants' programme on an annual basis.

OCEANIA SPORT INFORMATION CENTRE (OSIC)

Objective: to cover OSIC's development, staff training and running costs.

2015 Budget: USD 50,000

The annual support grant for OSIC, which is based at the University of the South Pacific in Suva, was increased for this quadrennial. These funds were used for the development of the centre, staff training and operations. OSIC is also the official results archive for the Pacific Games Council.

REGIONAL DEVELOPMENT FUND

Objective: to help NOCs to recruit and employ sports development officers, pay equipment grants and subsidise some specific projects at the request of the NOCs.

2015 Budget: USD 395,000

The budget also supports the Samsung/Oceania Foundation USA Junior Scholarships Programme, which is now in its fifth year of operations, and ONOC's ongoing arrangement with FoxSportsPulse in Sydney for the provision of website maintenance for ONOC-member NOCs, database services, games management systems and IT technical support.



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Pacific Games in Port Moresby, triathlon / Olympic scholarship holder Rodman Teltou from Palau (centre) and Rosefelo Siosi from the Solomon Islands

OLYMPIC SPORTS FEDERATIONS OF OCEANIA (OSFO)

Objective: to support OSFO members through grants to assist with their development activities in the region and the running of regional training centres.

2015 Budget: USD 337,500

Following a review of Pacific Island athletes' performances at the Olympic Games London 2012 and previous Olympic Games, ONOC adopted a new approach this quadrennial to the way Olympic Solidarity assistance is given to Oceanian continental associations whose sports are on the Olympic Games programme. This new approach takes into consideration a number of factors, including the level of funding received by each federation from its own IF, the current level of membership in the region, and involvement in the Oceania Sport Education Programme.

In 2015, funding was provided to the Oceanian federations of athletics, badminton, basketball, hockey, rugby, table tennis, tennis and weightlifting. The budget was also used to reimburse Olympic Solidarity technical course experts' airfares and accommodation costs.

Report by Dennis Miller, Executive Director



Pacific Games in Port Moresby (above) /
Oceanian NOC and ONOC representatives met
their Asian counterparts at the OCA General
Assembly in Ashgabat, Turkmenistan

ANOC ASSOCIATION OF NATIONAL OLYMPIC COMMITTEES

2015 was a very active and productive year for ANOC, with the organisation of several meetings of the ANOC Executive Council, ANOC Commissions and the celebration of the XX ANOC General Assembly and the Awards 2015 Gala Dinner in Washington (USA) in October, and of course the participation of ANOC in the main events of the Continental Associations and the NOCs.

2015 was also the year when ANOC officially opened the doors of its new headquarters to the Olympic family during the inauguration in June. The modern facilities and the meeting rooms have already made the ANOC headquarters the perfect host for many Olympic family meetings, with a view to always serving the needs of the NOCs of the world (to give some examples, ANOC welcomed the French NOC, the Swedish NOC, WADA, the CAS, etc.).

ANOC maintained strong relationships with other organisations in 2015, including IFs, UNESCO, WADA, the CAS and, of course, the IOC. The 7th Olympic Solidarity Offices Meeting in Lausanne on 10 and 11 December 2015 was intended to inform the five Continental Associations and ANOC mainly about reporting systems and the plans for the future. ANOC was represented by its Director of Finance.

2015 Total Budget: USD 12,000,000



XX ANOC General Assembly

ADMINISTRATION

Objective: to cover the functioning expenses for the ANOC offices in Lausanne (headquarters) and Kuwait, as well as the general administrative expenses to guarantee optimum organisation.

2015 Budget: USD 4,900,000

The amount allocated for the administration was used mainly to cover the expenses of salaries of employees, taxes, insurances and social charges, communications, overheads for the ANOC offices in Lausanne and Kuwait and the costs of running of ANOC Offices, including several compulsory insurance policies for good maintenance and protection of the ANOC headquarters.

ANOC also had expenses related to: the registration of the mark “ANOC”, i.e. the new emblems of ANOC and new domains; the publication of the ANOC Magazine in cooperation with *Inside the Games*; and the cooperation with *Around The Rings*, as ANOC is covering the subscription for all NOCs for the *Around The Rings* web news.

Finally, the budget covered the expenses of the working meetings in the ANOC headquarters in Lausanne, and the increasingly numerous meetings of ANOC partners of the Olympic Movement, which ANOC is very proud to welcome in its headquarters which offer very functional premises. It also covered the costs related to the depreciation of the land and the “Les Charmettes” headquarters’ building, the furniture and equipment, and the information technology systems.

ANOC MEETINGS AND ACTIVITIES OF ANOC PERMANENT COMMISSIONS AND WORKING GROUPS

Objective: to cover the expenses related to the preparation and organisation of the ANOC meetings, including the General Assemblies, the meetings of the Executive Council, and the activities of the permanent commissions and working groups, as well as ANOC participation in meetings and events linked to its activities.

General Assembly

2015 Budget: USD 4,500,000

The XX ANOC General Assembly took place in Washington on 29 and 30 October 2015, and was the largest in its history. ANOC welcomed 1,200 delegates and two new NOCs to the ANOC family, and brought together also the IOC, IFs, OCOGs and bid cities.

The second edition of the ANOC Awards hosted in the historic DAR Constitution Hall in Washington was based on the results of the wonderful competitions of the Continental Association Games held in 2014 and 2015.

Executive Council meetings

2015 Budget: USD 700,000

The 66th and 67th ANOC Executive Council meetings were held in Lausanne in January and June 2015 respectively, the latter on the occasion of the inauguration of the ANOC headquarters, with more than 300 guests from the Olympic family and the authorities of Lausanne. The 68th ANOC Executive Council meeting was held in Washington in October 2015.

During these Executive Council meetings, important decisions (ratified by the General Assembly) were taken, such as approval of the composition of the new ANOC Commissions for 2015, approval to include at least one woman representative from each of the continents on the ANOC Executive Council and approval of the introduction of the ANOC World Beach Games.

ANOC Commissions meetings

2015 Budget: USD 600,000

The nine Commissions and Working Groups, ratified by the 62nd ANOC Executive Council held on 9 December 2013, include representatives from all five Continental Associations, and are responsible for implementing the action plans of ANOC to improve the support it offers to its NOCs and their athletes.



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This budget also covered the expenses of several meetings in 2015: the Juridical Commission in Lausanne in April, June and August; the Athletes' Commission in Lima (Peru) in May; the ANOC Commissions in Lausanne in June on the occasion of the 67th ANOC Executive Council and the inauguration of the ANOC headquarters; the Youth Group in Lausanne in June; the Athletes' Commission in Lausanne in October; and the ANOC Commissions in Washington, on the occasion of the ANOC General Assembly.

International meetings and forums – Cooperation with UNESCO and WADA – Special Contributions 2015 Budget: USD 800,000

International meetings and forums

ANOC participated in numerous meetings and events in 2015: CIGEPS (UNESCO) in January in Lausanne; the seminar on the Olympics and Sport for the emancipation of women in Algeria in February; the Symposium on Tackling Doping in Sport in London in March; the ONOC General Assembly in Fiji in April; the IOC Working Group for the fight against illegal betting through legal expert Mr Michael Chambers from Canada; the first meeting of the International Forum for Sports Integrity (IFSI) organised by the IOC in Lausanne on 13 April, where ANOC was represented by its Senior Vice President, Mr Patrick Hickey, its Secretary General Mrs Gunilla Lindberg and the Chairperson of the Juridical Commission, Mr Michael Chambers; WADA in Montreal in May; the European Games in Baku in June; and the General Assembly of PASO in Toronto in July.

The participation of ANOC in those meetings was very important, and especially in the meetings of the Continental Associations, which are always an opportunity for ANOC to update the NOCs about its activities and also to be informed about the problems and the needs of the NOCs in each continent.

Cooperation with UNESCO and WADA

ANOC was also represented at the meetings of UNESCO in Berlin, Paris and Uruguay, as ANOC became a member of the Consultative Council of UNESCO in December 2012 and of WADA for the follow-up of the new implementation of the WADA Code among the NOCs.

Special Contributions

ISR Academy cooperation with ANOC

ANOC contributed to the ISR programme for retiring athletes of the University of Incheon from 29 June 2015 to 31 May 2016.

Special assistance allocated to the NOC of Vanuatu

ANOC contributed also to the special assistance allocated to the NOC of Vanuatu by the IOC and Olympic Solidarity following cyclone Pam in November 2015.

Chefs de Mission Seminar for the YOG Lillehammer 2016

ANOC contributed with 50 per cent of the accommodation and travel expenses of the Chefs de Mission Seminar for the YOG Lillehammer 2016, held in April 2015.

Cooperation agreement with Seoul National University

The budget also helped to cover the expenses of the people selected for scholarships per continent, for its Dream Together Master Programme, in accordance with the signature by ANOC of the MOU in January 2015 with the Division of Global Sport Management Talent Development at Seoul National University, with a programme from 15 August 2015 to December 2016.

Cooperation agreement with Russian International Olympic University (RIOU)

Continuing the cooperation with the scholarships for the RIOU in Sochi, ANOC awarded three scholarships for 2015. The feedback from the students is very positive.



ANOC Athletes' Commission (above) and ANOC Youth Commission Meeting in Lausanne (centre) / Meeting of the Swedish NOC in September at the ANOC Headquarters

ANOC WORLD BEACH GAMES (AWBG)

2015 Budget: USD 500,000

After approval by the ANOC General Assembly in Washington to organise the ANOC World Beach Games, ANOC has been working on the project and has had to cover some related expenses for: the Master Plan; the ID and logo design development; the preparation and organisation of the meetings for the development of the project held in 2015 in Amsterdam in March, in Hong Kong in June, in San Diego in October and in Lausanne in December; the registration and creation of the company AWBG in Lausanne; the registration of the mark “AWBG” and the related domains; and the organisation of the first ANOC WBG.

Report by Gunilla Lindberg, Secretary General



Mr Ding Hongdu, (centre) from the CPC Guangzhou Municipal Committee, welcomed in the ANOC Headquarters in Lausanne / Inauguration of the new ANOC Headquarters in Lausanne (above right) / New ANOC headquarters in Lausanne

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5 OLYMPIC GAMES SUBSIDIES

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- Games of the XXXI Olympiad Rio

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GAMES OF THE XXXI OLYMPIAD RIO: THE LONG-AWAITED GLOBAL EVENT!

The Olympic Games Subsidies programme aims to help the NOCs to participate in the Olympic Games (Summer and Winter) in order to achieve two different but complementary wider goals: to help foster the universal spirit of the Games by guaranteeing the participation of all NOCs; and to provide a financial contribution to the NOCs, which play a key role in ensuring the success of the Games.

These subsidies are managed by the Olympic Solidarity office in Lausanne, and are given in three phases. Before the Games, they cover the travel expenses and accommodation for one person to attend the meeting between the Chefs de Mission and the Organising Committee for the Olympic Games (OCOG). During the Games, they contribute to travel expenses for a number of athletes and officials, logistical expenses and the transport and accommodation of NOC Presidents and Secretaries General. After the Games, they are paid to the NOCs for their participation in and contribution to the success of the Games.

For the 2013–2016 period, the assistance covers the XXII Olympic Winter Games Sochi 2014 and the Games of the XXXI Olympiad Rio 2016.

2015 Budget: USD 700,000



GAMES OF THE XXXI OLYMPIAD RIO

Before the Games. Olympic Solidarity paid for economy class air travel and five nights of accommodation for the Chefs de Mission who attended the Chefs de Mission Seminar in Rio de Janeiro from 16 to 21 August 2015.

Continent	Chefs de Mission Seminar in Rio: NOCs that requested reimbursement*	
Africa	29	BDI, BEN, CGO, CHA, CPV, DJI, EGY, ERI, GAB, GAM, GBS, GEQ, GUI, KEN, LBR, MAW, MLI, MOZ, MTN, NGR, SEN, SEY, SOM, SSD, STP, SWZ, TOG, UGA, ZIM
America	16	ANT, BIZ, CAY, CRC, DMA, ECU, ESA, GUA, HON, IVB, LCA, PAR, PER, SKN, TTO, URU
Asia	21	BAN, BHU, BRN, HKG, JPN, KOR, LAO, MGL, NEP, OMA, PAK, PLE, SIN, SRI, SYR, THA, TJK, TKM, TPE, UZB, YEM
Europe	33	ALB, AND, ARM, AUT, BEL, BLR, BUL, CRO, CYP, CZE, ESP, EST, FRA, GBR, GEO, GER, GRE, HUN, IRL, LIE, LTU, MLT, MNE, MON, NOR, POL, POR, SLO, SRB, SUI, SVK, TUR, UKR
Oceania	8	ASA, AUS, COK, FIJ, FSM, MHL, NZL, TGA
Total	107	

*Provisional figures, since NOCs are still sending in their reports for 2015.

During and after the Games. At its meeting in the Maldives on 13 March 2015, the Olympic Solidarity Commission approved the following Olympic Games subsidy proposal for NOC participation in the Olympic Games Rio 2016:

- USD 16,000 per NOC towards the logistical costs of sending their team to the Games;
- USD 10,000 for each NOC President and each NOC Secretary General as a contribution towards their expenses for transport and accommodation during the Games;
- a payment to be made to each NOC based on its contribution to the success of the Games, comprising USD 2,500 for each athlete who actively took part in the Games and the cost of airline tickets for 6 athletes and 2 officials.



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Rio Games test events /
Chefs de Mission Seminar in Rio

6 COMPLEMENTARY PROGRAMMES

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COMPLEMENTARY PROGRAMMES: A WEALTH OF KNOWLEDGE TO BENEFIT THE NOCs

The five complementary programmes aim to offer the NOCs additional, targeted services which, in various ways, complement the world and continental programmes. In most cases, these programmes do not follow the usual process of NOCs applying for support, but individual activities are initiated and managed by the Olympic Solidarity office in Lausanne, in cooperation with the continental offices, and offered to the NOCs concerned.

In 2015, the Olympic Solidarity Knowledge Centre's work focused mainly on the identification and preparation of reference documents, mainly in connection with aspects of sports administration, particularly strategic planning, financial management, information technologies and staff training.

Within the framework of the "Support Towards Efficient Use of Olympic Solidarity Funding for NOCs with Greatest Need" programme, Olympic Solidarity continued to give one-to-one advice to NOCs that had been identified as not taking full advantage of programmes.

2015 ACTIVITIES

REGIONAL FORUMS

Objective: to promote concepts and ideas to groups of NOCs and to facilitate the process of exchanging knowledge and experience among them.

2015 Budget: USD 890,000

The eight forums organised in 2015 in all five continents in cooperation with the IOC NOC Relations Department and the Rio Games Organising Committee were devoted to the preparation of Olympic delegations for the Rio Games. Numerous issues were discussed, including sport and qualification, medical issues, accreditation, ticketing, ethics, transport, competition and training venues, and security.

2015 Regional Forums

Continent	Dates	Place	Participating NOCs
Africa	9-10 November	Gaborone, Botswana	25
	12-13 November	Gaborone, Botswana	25
America	12-13 October	Paramaribo, Suriname	21
	16-17 October	Buenos Aires, Argentina	20
Asia	24-25 November	Tashkent, Uzbekistan	24
	27-28 November	Jakarta, Indonesia	18
Europe	15-16 May	Belek, Turkey	50
Oceania	28-29 April	Suva, Fiji	17



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Forums in Tashkent, Gaborone and Buenos Aires

NOC VISITS

Objective: to obtain in-depth knowledge of selected NOCs worldwide in order to provide them with better assistance and targeted advice, and ensure that NOCs fulfil their duties towards the Olympic Movement and use the programmes and funds allocated transparently and efficiently.

2015 Budget: USD 125,000

In 2015, Olympic Solidarity and the continental associations concerned visited NOCs in all continents, with two visits to Africa (CIV, SEY), two to Asia (JOR, LAO) and one each to America (GRN), Europe (SWE) and Oceania (FIJ), i.e. seven visits in total. Since the start of the 2013–2016 quadrennial plan, 18 NOCs have been visited.

OLYMPIC SOLIDARITY SPECIAL FUND

Objective: to respond in priority to special requests from NOCs as a result of extraordinary or unexpected circumstances.

2015 Budget: USD 2,500,000

As well as specific requests, this programme can respond to requests and/or projects submitted by the NOCs which cannot be considered in the framework of the other Olympic Solidarity programmes. In 2015, the programme provided support to a number of NOCs and organisations. In addition, through the emergency fund created at the initiative of the IOC President and the Chair of the Olympic Solidarity Commission to support projects designed to alleviate the refugee crisis in the Middle East, Africa and Europe in particular, assistance was given to several NOCs that had been particularly affected. The emergency fund comprises USD one million from the IOC and USD one million from Olympic Solidarity.

📌 Financial support allocated in 2015

NOC visits

Continent	2013		2014		2015	
	Number	Locations	Number	Locations	Number	Locations
Africa	–	–	1	GAB	2	CIV, SEY
America	1	BIZ	2	BER, HON	1	GRN
Asia	2	KGZ, UAE	–	–	2	JOR, LAO
Europe	2	ALB, POR	1	TUR	1	SWE
Oceania	–	–	2	ASA, SAM	1	FIJ



Visit to the NOC of Fiji / Project developed in Greece in the framework of the special fund for refugees

ABBREVIATIONS

NOC Associations

ANOC	Association of National Olympic Committees
ANOCA	Association of National Olympic Committees of Africa
PASO	Pan-American Sports Organisation
OCA	Olympic Council of Asia
EOC	The European Olympic Committees
ONOC	Oceania National Olympic Committees

International Federations

Sports on the programme of the Games of the XXXI Olympiad Rio 2016

Aquatics	FINA	Fédération Internationale de Natation
Archery	WA	World Archery Federation
Athletics	IAAF	International Association of Athletics Federations
Badminton	BWF	Badminton World Federation
Basketball	FIBA	Fédération Internationale de Basketball
Boxing	AIBA	International Boxing Association
Canoeing	ICF	International Canoe Federation
Cycling	UCI	Union Cycliste Internationale
Equestrian	FEI	Fédération Équestre Internationale
Fencing	FIE	Fédération Internationale d'Esgrime
Football	FIFA	Fédération Internationale de Football Association
Golf	IGF	International Golf Federation
Gymnastics	FIG	Fédération Internationale de Gymnastique
Handball	IHF	International Handball Federation
Hockey	FIH	Fédération Internationale de Hockey
Judo	IJF	International Judo Federation
Modern Pentathlon	UIPM	Union Internationale de Pentathlon Moderne
Rowing	FISA	Fédération Internationale des Sociétés d'Aviron
Rugby	WR	World Rugby
Sailing	WS	World Sailing
Shooting	ISSF	International Shooting Sport Federation
Table tennis	ITTF	The International Table Tennis Federation
Taekwondo	WTF	World Taekwondo Federation
Tennis	ITF	International Tennis Federation
Triathlon	ITU	International Triathlon Union
Volleyball	FIVB	Fédération Internationale de Volleyball
Weightlifting	IWF	International Weightlifting Federation
Wrestling	UWW	United World Wrestling

Sports on the programme of the XXIII Olympic Winter Games PyeongChang 2018

Biathlon	IBU	International Biathlon Union
Bobsleigh	FIBT	Fédération Internationale de Bobsleigh et de Tobogganing
Curling	WCF	World Curling Federation
Ice Hockey	IIHF	International Ice Hockey Federation
Luge	FIL	Fédération Internationale de Luge de Course
Skating	ISU	International Skating Union
Skiing	FIS	Fédération Internationale de Ski

National Olympic Committees 206 NOCs are recognised by the IOC (at 31 December 2015)

Africa (54 NOCs)

RSA South Africa
 ALG Algeria
 ANG Angola
 BEN Benin
 BOT Botswana
 BUR Burkina Faso
 BDI Burundi
 CMR Cameroon
 CPV Cape Verde
 CAF Central African Republic
 COM Comoros
 CGO Congo
 COD Democratic Republic of the Congo
 CIV Côte d'Ivoire
 DJI Djibouti
 EGY Egypt
 ERI Eritrea
 ETH Ethiopia
 GAB Gabon
 GAM Gambia
 GHA Ghana
 GUI Guinea
 GBS Guinea-Bissau
 GEQ Equatorial Guinea
 KEN Kenya
 LES Lesotho
 LBR Liberia
 LBA Libya
 MAD Madagascar
 MAW Malawi
 MLI Mali
 MAR Morocco
 MRI Mauritius
 MTN Mauritania
 MOZ Mozambique
 NAM Namibia

NIG Niger
 NGR Nigeria
 UGA Uganda
 RWA Rwanda
 STP Sao Tome and Principe
 SEN Senegal
 SEY Seychelles
 SLE Sierra Leone
 SOM Somalia
 SUD Sudan
 SSD South Sudan
 SWZ Swaziland
 TAN United Republic of Tanzania
 CHA Chad
 TOG Togo
 TUN Tunisia
 ZAM Zambia
 ZIM Zimbabwe

America (41 NOCs)

ANT Antigua and Barbuda
 ARG Argentina
 ARU Aruba
 BAH Bahamas
 BAR Barbados
 BIZ Belize
 BER Bermuda
 BOL Bolivia
 BRA Brazil
 CAY Cayman Islands
 CAN Canada
 CHI Chile
 COL Colombia
 CRC Costa Rica
 CUB Cuba
 DOM Dominican Republic
 DMA Dominica

ESA El Salvador
 ECU Ecuador
 USA United States of America
 GRN Grenada
 GUA Guatemala
 GUY Guyana
 HAI Haiti
 HON Honduras
 JAM Jamaica
 MEX Mexico
 NCA Nicaragua
 PAN Panama
 PAR Paraguay
 PER Peru
 PUR Puerto Rico
 SKN Saint Kitts and Nevis
 LCA Saint Lucia
 VIN Saint Vincent and the Grenadines
 SUR Suriname
 TTO Trinidad and Tobago
 URU Uruguay
 VEN Venezuela
 IVB Virgin Islands, British
 ISV Virgin Islands, US

Asia (44 NOCs)

AFG Afghanistan
 KSA Saudi Arabia
 BRN Bahrain
 BAN Bangladesh
 BHU Bhutan
 BRU Brunei Darussalam
 CAM Cambodia
 CHN Peoples's Republic of China
 KOR Republic of Korea
 UAE United Arab Emirates

HKG Hong Kong, China
 IND India
 INA Indonesia
 IRI Islamic Republic of Iran
 IRQ Iraq
 JPN Japan
 JOR Jordan
 KAZ Kazakhstan
 KGZ Kyrgyzstan
 KUW Kuwait
 LAO Lao People's Democratic Republic
 LIB Lebanon
 MAS Malaysia
 MDV Maldives
 MGL Mongolia
 MYA Myanmar
 NEP Nepal
 OMA Oman
 UZB Uzbekistan
 PAK Pakistan
 PLE Palestine
 PHI Philippines
 QAT Qatar
 PRK Democratic People's Republic of Korea
 SIN Singapore
 SRI Sri Lanka
 SYR Syrian Arab Republic
 TJK Tajikistan
 TPE Chinese Taipei
 THA Thailand
 TLS Democratic Republic of Timor-Leste
 TKM Turkmenistan
 VIE Vietnam
 YEM Yemen

Europe (50 NOCs)

ALB Albania
 GER Germany
 AND Andorra
 ARM Armenia
 AUT Austria
 AZE Azerbaijan
 BLR Belarus
 BEL Belgium
 BIH Bosnia and Herzegovina
 BUL Bulgaria
 CYP Cyprus
 CRO Croatia
 DEN Denmark
 ESP Spain
 EST Estonia
 MKD The Former Yugoslav Republic of Macedonia
 FIN Finland
 FRA France
 GEO Georgia
 GBR Great Britain
 GRE Greece
 HUN Hungary
 IRL Ireland
 ISL Iceland
 ISR Israel
 ITA Italy
 KOS Kosovo
 LAT Latvia
 LIE Liechtenstein
 LTU Lithuania
 LUX Luxembourg
 MLT Malta
 MDA Republic of Moldova
 MON Monaco
 MNE Montenegro

NOR Norway
 NED Netherlands
 POL Poland
 POR Portugal
 ROU Romania
 RUS Russian Federation
 SMR San Marino
 SRB Serbia
 SVK Slovakia
 SLO Slovenia
 SWE Sweden
 SUI Switzerland
 CZE Czech Republic
 TUR Turkey
 UKR Ukraine

Oceania (17 NOCs)

AUS Australia
 COK Cook Islands
 FIJ Fiji
 GUM Guam
 KIR Kiribati
 MHL Marshall Islands
 FSM Federated States of Micronesia
 NRU Nauru
 NZL New Zealand
 PLW Palau
 PNG Papua New Guinea
 SOL Solomon Islands
 SAM Samoa
 ASA American Samoa
 TGA Tonga
 TUV Tuvalu
 VAN Vanuatu

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